

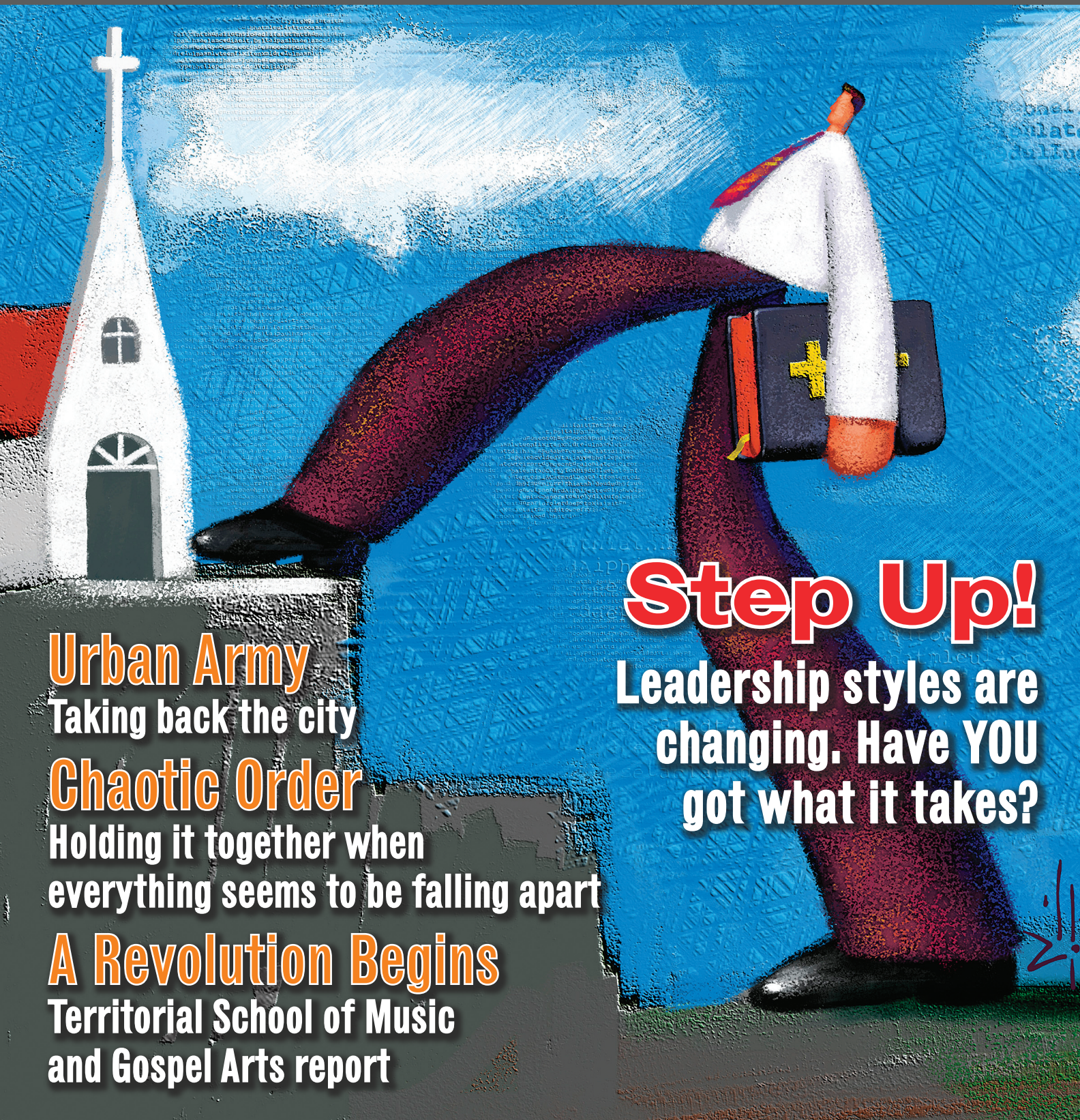
NOVEMBER 2006

SALVATIONIST.CA



COMMUNICATING PASSION AND MISSION

Canada and Bermuda



Urban Army

Taking back the city

Chaotic Order

Holding it together when everything seems to be falling apart

A Revolution Begins

Territorial School of Music and Gospel Arts report

Step Up!

Leadership styles are changing. Have YOU got what it takes?

To all those who don't have
to help, but do it anyway,

THANKS!

The holiday season is just around the corner and that means volunteers are needed to stand at Salvation Army kettles, ring the bells and wish donors a Merry Christmas.

Perhaps all you expect for your effort is a cup of hot tea or coffee and a warm handshake. Chances are, you want to help because you think it's a job worth doing.

We want to thank you in advance, because without the work of thousands of volunteers at Christmas, The Salvation Army would be hard pressed to offer its many valuable services to the public throughout the year.

Thank you for what you do and the spirit in which you do it. By volunteering with The Salvation Army, you're giving hope today.



www.salvationist.ca
e-mail: salvationist@can.salvationarmy.org

Features

"Me ... A Leader?" 4

Think you don't have what it takes? Relax! Leaders come in all shapes and sizes

Major Jamie Braund

Leadership: An Inside Job 7

The world yearns for leaders, but we have to be able to lead ourselves before we can lead others

Major Ron Millar

A Revolution Begun 10

Students and faculty reflect on this year's Territorial School of Music and Gospel Arts

Major Len Ballantine

Three Models of Corps Governance 12

Which one works best depends on what you want to achieve

Major Wilbert Abbott



page 20



Giving
Hope
Today

Salvationist is a monthly publication of The Salvation Army Canada and Bermuda Territory, 2 Overlea Blvd, Toronto ON M4H 1P4. International Headquarters: 101 Queen Victoria St, London, England EC4P 4EP. William and Catherine Booth, Founders; Shaw Clifton, General; Commissioner M. Christine MacMillan, territorial commander; Lt-Colonel Ray Moulton, editor-in-chief; Geoff Moulton, senior editor (416-422-6226); Major Ken Smith, associate editor (416-422-6117); Timothy Cheng, art director; Pamela Richardson, production and distribution coordinator; Lt-Colonel Marilyn Moulton, Ken Ramstead, Brandon Laird, Jeannette Kerr, Linda Leigh, Clint Houlbrook, contributors.

Member, The Canadian Church Press. All Scripture references from the Holy Bible, Today's New International Version (TNIV) © 2001, 2005 International Bible Society. Used by permission of International Bible Society. All rights reserved worldwide.

Agreement No. 40064794, ISSN 1718-5769

All articles are copyrighted by The Salvation Army Canada and Bermuda Territory except where indicated and can be reprinted only with written permission.

Subscriptions: Annual: Canada \$29.80 (includes GST); U.S. \$36; Foreign \$41. Available from: The Salvation Army, 2 Overlea Blvd, Toronto ON M4H 1P4. Phone: 416-422-6112; fax: 416-422-6120; e-mail: circulation@can.salvationarmy.org.

Letters to the Editor: We welcome your comments. Letters must include name, postal and e-mail addresses and phone number.

News, Events and Submissions: Editorial lead time is seven weeks prior to an issue's publication date. No responsibility is assumed to publish, preserve or return unsolicited material. E-mail submissions preferred.

Contact Information: Write to the editor at salvationist@can.salvationarmy.org or Salvationist, 2 Overlea Blvd, Toronto ON M4H 1P4.

Advertising: Enquire by e-mail for rates at circulation@can.salvationarmy.org.

Mission Statements

The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.

Salvationist informs readers about the mission and ministry of The Salvation Army in Canada and Bermuda while engaging them with our biblical mission and purpose.

Faith & Friends

Are you sharing your faith? When you finish reading *Faith & Friends* in the centre of this issue, pull it out and give it to someone who needs to hear about Christ's life-changing power. You'll both be glad you did.



A New Way of Leading 14

Springdale Corps sings the praises of the new mission board model
Major Junior Hynes

A Shared Vision 15

Effective leaders inspire their congregation to see the big picture
Major Lee Graves

Pulling Together or Pulling Apart 16

When it comes to church governance, one size doesn't fit all
Major Everett Barrow



"A Work That Must Be Done" 19

New cadets welcomed as officer training officially transfers to Winnipeg
Lt-Colonel Maxwell Ryan

Chaotic Order 20

Finding meaning in a senseless world
Captain Danielle Strickland

Urban Army 26

Second in a three-part series calling The Salvation Army back to its founding idea
Captain Grant Sandercock-Brown

Thoughts From Home at Christmas 29

Why not send an encouraging card or e-mail this holiday season?



Departments

6 This Is My Story

God's Providential Hand
Major Gordon Armstrong

8 Around the Territory

Resources

17 Preaching Ministry

The Aftermath of Preaching
Major Julie Slous

18 As I See It

Everybody Has a Job to Do
Colonel Glen Shepherd

Did You Know?

22 Celebrate Community

Recognition and enrolment, tribute, gazette, calendar

25 Multicultural Ministry

A Glimpse of Heaven
Major Donna Millar

27 Resources

29 Just Between Us

Leading Women
Captain Kathie Chiu

30 PrayerZone

2006 Prayer Diary

31 My Perspective

Resisting a Cookie Cutter Approach
Mary Ellen Eberlin

Using Our Gifts

If you do not see yourself as a leader in your church, don't turn away from this issue of *Salvationist*. It is still for you! All followers of Jesus are involved in Christian leadership. As a disciple of Christ, you have gifts and abilities that God expects you to use in ministry. This is giving leadership. You can do it!

One of the reasons that *Horizons* and *The War Cry* were collapsed into one new magazine earlier in the year was to move away from the distinction of having an elite group of leaders at the corps who received the more in-depth features offered in *Horizons* while the rest of us only got the news and ministry reports carried in *The War Cry*. As Christians, and as Salvationists, all of us are called into ministry, and we can all participate in ministry leadership.

In his recent book *Mega Shift*, author James Rutz speaks of most Christians as spiritual babies, those who cannot feed themselves. He notes that we require weekly spoon-feeding by sitting passively in a church worship service, and that this submissive feeding stunts our growth. The answer to the decline in church attendance in the Western world does not lie in superior sermons, better music, bigger church buildings or improved training of pastors. All of these, while worthwhile, contribute to the dutiful laity regularly attending but not fully engaged in the leadership and ministry of the church. Elton Trueblood lamented dumping all religious affairs onto the clergy, thus secularizing everybody else.

Participating in church leadership requires that you are daily able to feed yourself spiritually, not just on Sunday mornings. It obliges you to contribute your gifts and energy to some form of ministry, and to share your wisdom and experience in your unique leadership opportunities.

Let's dump the old notion of appointed leaders leading a shrinking group of followers. Instead, let us become a growing body of spiritually alive followers of Christ, actively participating in his ministry by giving leadership and contributing our gifts.

Ray Moulton

Lt-Colonel, Editor-in-Chief

“Me ... A Leader?”

Think you don't have what it takes? Relax! Leaders come in all shapes and sizes

by Major Jamie Braund, Corps Officer, Cariboo Hill Temple, Burnaby, B.C.

Leadership is *not* my favourite topic. Yet it seems to be the one that I've been spending the most time with lately—reading about it, going to conferences about it, having our corps leaders declare leadership development as our current priority, and now being asked to write an article about it. It's a subject that just won't go away.

So, why don't I like it? Why don't I run to it with excitement—ready to embrace a multitude of new ideas? I don't like to admit this, but it's probably due to the fact that before I began to really understand leadership, it was leaders themselves that I was most afraid of. I know—that's not going to make me sound very “hip” in today's postmodern, leader-driven world. I can just hear people now: “He's afraid of leaders!” I only hope that confession really is good for the soul.

Early on in ministry, I realized that as much as I loved people—being with them and ministering to them—I didn't really like leaders. I was intimidated, threatened and somehow couldn't deal with God wanting me to become one. I was overwhelmed with a sense of inadequacy and felt that I was being exposed to something that I just couldn't become.

The worst example was at a conference where one of our guests spoke on what it takes to be a “good leader.” He was loud, large, obviously a leader, and he knew it. I didn't like him already. Then he said, “Take out a piece of paper and write down what you're not good at as a leader.” I began wondering how long we had and how much paper I could use.

Just as I was about to begin writing, he used his very loud voice (why are leaders always shouting anyway?) and said, “... and don't write ‘making decisions.’” Now I *really* didn't like him. How did he know what I was about to write? And why was he telling me I wasn't allowed to write it? He shouted out, “The one thing leaders must always be able to do is make decisions.

There is no room for indecisiveness in a leader.” In my stubbornness, I stopped listening.

The good news is that I've come a long way since that occasion (much to the relief of my congregation, I'm sure). God has shown me that I'm a leader—that, in fact, there are many kinds of leaders—and that he'll make me useful because that's his plan. And for you loud leaders out there—I'm not afraid anymore!

*The Bible shows us that
leaders are not always the
most likely choice*

A Fresh Understanding

So ... what changed? Many of us sing Geoff Bullock's song *The Power of Your Love*, which contains the line, “Lord, renew my mind ...” How wonderful it is when this really happens. God replaces lies with truth, doubt with assurance, ignorance with understanding.

For me, it began with a fresh understanding of biblical leadership. God uses leaders to accomplish many of his purposes, but the Bible shows us that leaders are not all alike. They are not made in a mould. They are not all loud. They are not all the firstborn of the family. They are not always the most likely choice according to business model standards.

Nehemiah was a servant in the king's dining room. Moses didn't think he could speak to a crowd. Jeremiah was often an emotional wreck. David was a musician and a poet—and the youngest son. Stephen waited on tables. OK, Daniel was handsome, gifted and apparently near-perfect—but he's the exception.

Bill Hybels, founder of Willow Creek

Church in Illinois, agrees with God. In his book *Courageous Leadership*, he writes a chapter outlining different types of leaders and how God uses them for different purposes. What a relief! We don't all have to be the same. We don't all have to be loud. Personality, genetics and birth order don't define who we can be for God. I can be a leader if that's what God wants.

So, who I am is just what God wants me to be. What's next?

Strength in Weakness

The truth of the message in 2 Corinthians 12:9 makes the next step possible. Obviously I need God's power in my life to allow me to be and do what God planned. This verse shows that God's power is made perfect through our own failures and vulnerabilities, so that on account of God's strength we can boast all the more about our weaknesses.

Finally, here's something I know how to do. And I learned how to do it in true humility (as opposed to being an exhibitionist about my human limitations). I recently heard a great definition of true humility—“agreeing with God about who I am.” I thought that was marvellous!

What about making decisions? Governance is one of the most complicated issues in the Army today. Who's in charge? Who gets to be involved in policy making and setting future direction? Who has the final say? Why isn't the corps officer still the commanding officer? Is it true that a leader can't be indecisive? What do I do about that?

My overly cautious and analytical personality means that I tend to be slow and deliberate in making decisions. As for my personality type, here's the official description: “Quiet and reserved, interested in security and peaceful living; possesses a strongly felt internal sense of duty; is organized, methodical, loyal, faithful, dependable and uncomfortable with breaking laws or going against the rules; is overly



obsessed with structure and has tremendous respect for facts; holds a tremendous store of facts within themselves; is likely to be uncomfortable expressing affection and emotion to others; under stress may fall into ‘catastrophe mode,’ where he sees nothing but all of the possibilities of what could go wrong.”

How boring is that? Where’s the stuff about being “bold, loud and able to think quickly and act resolutely”? What’s with “security, duty, and being methodical and

loyal”? OK, for those of you who know me, it’s time to stop laughing!

Diversity of Gifts

One of the greatest gifts about God’s leadership is that he makes all kinds of leaders. I’ve learned how exciting it is to be surrounded by all these different types. Even though we hold up examples of biblical leaders and treat them as stand-alone figures who accomplished great things on their own, this is not really the truth.

Gideon had an army (a small one, but a faithful one). Moses had 70 others who stood alongside him in leadership. Nehemiah was surrounded with helpers as he rebuilt the walls of Jerusalem. Even Daniel had three faithful friends.


So, I’m not going to try to do anything alone. It takes a bit more time and patience, but I much prefer being part of a team of leaders than trying something on my own. And teams can make decisions! How great is that?

*Nehemiah was a servant
in the king’s dining room.*

*Moses didn’t think he
could speak to a crowd.*

*Jeremiah was often an
emotional wreck*

Now, instead of trying to be something that I’m not, I surround myself with people who are all the things I used to wish I could be. And I like them! I like loud leaders who can quickly declare their passion. I like leaders who are impulsive and outgoing. I like leaders who are creative and artistic. I like leaders who are fun to be with. I like leaders who are “thinkers.” I like leaders who know how to feel. I like leaders who are constantly coming up with new ideas. I like leaders who know how to put ideas into reality. And I even like workaholic, driven, “type A” leaders who can’t stop moving. When you put them all together, God is able to do amazing things—more than all we can ever ask or imagine (see Ephesians 3:20).

Business and management expert William C. Taylor, founding editor of *Fast Company* magazine, said, “Leaders of the future need to have the stomach for conflict and uncertainty.” If you’re like me and your stomach gets upset just thinking about that, don’t despair and don’t run. If God is calling you to be a leader, then be a leader. Find out who God made you to be, let his power make you something you never thought you could be, allow him to put you in the place where he wants you to be and let others lead with you. Then be prepared to write about it when asked. 

God's Providential Hand

In the aftermath of 9/11, our corps family learned to step out in faith

by Major Gordon Armstrong, Corps Officer, St. Catharines, Ontario

Six years ago, my wife and three of our four children moved to St. Catharines, Ont., for a whole new adventure in ministry. Having served mostly in white, Anglo-Saxon, middle-class corps in Western Canada, refugees from other countries, cultures and religions had never crossed our minds.

Since St. Catharines is only minutes from the U.S. border, the events of 9/11 affected us in a new and challenging way. In the weeks immediately following the terrorist attacks, numerous corps volunteers helped set up stations to feed the thousands of truckers that were held up at the border due to heightened security and new transport restrictions.

By June 2002, in response to the perceived threat that the Canadian border would soon close to foreign refugees, our social services were being deluged with refugee claimants. Our corps helped by offering meals to those in need.

In God's wisdom and timing, Major Pauline Gruer-Caulfield, a Canadian officer serving at The Salvation Army's training college in Madrid, Spain, was in Toronto that summer with three of her cadets. As most of the refugees were Spanish-speaking, they were able to help us prepare food and even gave a brief devotional message each day for those who would stay and listen. Over a period of six weeks, more than 300 refugees were greeted, fed and

ministered to by an Army most of them had never even heard of.

Some of these families stayed on in St. Catharines and became part of the corps. We had Spanish Bible studies and a Spanish Alpha course. One of our new soldiers began teaching Spanish to corps members and anyone else who wanted to learn. Many of these newcomers to our congregation received support in times of illness, divorce and refusal of refugee status. We witnessed God's healing touch through prayer and his incredible way of turning events to accomplish his will.

This experience was repeated in December 2004, when we received word that Canada was closing its borders to third-country refugees. As if Christmas was not already the busiest time of year, the challenge came to us again to open our hearts to a new group of people who were desperate, scared and literally had nothing to lose. Thanks to many of our members who had developed an interest and love for our new friends, steps had already been taken to educate our people in the requirements necessary to meet approved standards for refugee status. An abandoned nursing home was used for housing and feeding the many who passed through our doors. With the home resembling a makeshift "stable," it felt like we were recreating that first Christmas night.

In all of this, our corps has grown in



Mjr Gordon Armstrong with some of the many refugees who have passed through the Army's doors since 9/11

many ways. We have seen how God prepared us beforehand by bringing together the right cooking and management expertise. He also brought the Spanish cadets to us just at the right time, and when a mobile canteen was needed, God provided. The evidence of his hand in it all was crystal clear.

Many refugees have had to leave loved ones back home, so we've also been working through the courts and government hearings to try to reunite families. When I spoke at SAROOTS earlier this year, I shared the story of Nubia, who has been separated from her daughter, Laura, for three years. In fact, I brought Nubia and her two younger children with me and at the end of my talk asked the group to pray that God would open the way for Laura to come to Canada. I am pleased to report that at the time of writing, plans were in place to bring Laura to Canada to be reunited with her family at the end of September. God is good. Such an answer to prayer makes all the late nights, crying and sharing in God's love worthwhile.

Are you overwhelmed by a challenging situation in your life? I encourage you to step out in faith, confident that our Lord has already been there and has prepared your way for his service. S

Over a period of six weeks, more than 300 refugees were greeted, fed and ministered to by an Army most of them had never even heard of



Leadership: An Inside Job

The world yearns for leaders, but we have to be able to lead ourselves before we can lead others

by Major Ron Millar, Assistant Secretary for Personnel—Leadership Development, THQ Personnel Services

Our world craves good leaders. Browse through any bookstore, Christian or secular, and you will discover ever-expanding material on leadership themes to pique your interest and satisfy almost any reading level and taste.

Whether coming from a Christian perspective or a secular corporate outlook, authorities on leadership are increasingly aware of the importance of leading from the inside out—leading from the heart. In his book *Leadership From Within*, Peter Urs Bender states, “Many people see leadership as ‘leading someone else.’ However, I believe it begins with leading ourselves. Defined in this way, leadership is first and foremost an ‘inside job.’ We have to be able to lead ourselves before we can lead others.”

New Trends

After an intensive study of 188 companies, leadership researcher Daniel Goleman concluded, “The most effective leaders are alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence.” This he defines as “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.”

Internal competencies in self-awareness and self-management are foundational in preparing today’s leaders. Most credible leadership training courses now require students to undergo self-assessment tests such as the Gregorc Style Delineator or the Myers-Briggs Type Indicator. In addition, Salvation Army officer training places a strong emphasis on spiritual formation, including the development of meaningful mentor relationships and accountability systems.

One trend emerging from all this is that leadership is becoming increasingly relational. As a result, new approaches to leadership are being introduced to training curricula. The Salvation Army has partnered with the Learning Strategies Group

from Simon Fraser University to develop the Executive Leadership Development Program (ELDP).

One of the instructors, Carol MacKinnon, has co-authored a new book, *Leadership Alchemy*, with her colleague, Susan Wright. This ground-breaking work articulates the notion of the “leader-coach.” MacKinnon argues that effective leaders today need to both be a coach and have a coach, asking penetrating questions and exercising “unconditional positive regard” in order to work together to reach a common goal. This teaching has been integrated into the curriculum for the second-year captains’ institute and some divisions have developed their own coaching network training weekends.

*God has a remarkable
way of raising up
men and women to
fulfil his purposes*




Learning to Work Together

A second trend is that leadership is becoming increasingly collaborative. Dr. Gary McIntosh, editor of *Church Growth Network*, observes, “One of the megachanges in both profit and non-profit sectors of our society is the shift from centralized structures ... to collaborative team ministry.”

One of the main themes of the ELDP is the critical importance for leaders to engage people in decision-making, strategy development and implementation involvement. Key leadership competencies include: communicating a vision clearly, providing opportunity for feedback, and engaging as many people as possible in implementing the vision.

A third trend is that leadership is becoming increasingly team-oriented, involving team meetings and focus groups. Rudi Giuliani, former mayor of New York City, says, “A daily meeting, in which everyone is entitled to air concerns, meant my staff knew that they could get a yes or no from the boss.” Skills such as how to choose an effective team, how to run effective meetings that generate results, how to transform conflict into positive energy and how to communicate meeting decisions are critical components in the leader’s arsenal of abilities.

A fourth trend is that leadership and management competencies are now required at virtually every level of ministry and mission expression. To address this reality, William and Catherine Booth College now offers a foundational leadership and management training program that equips students for their leadership journey.

It’s true that the world yearns for leaders. But we can be certain of this: God has a remarkable way of raising up men and women to fulfil his purposes. He has done so throughout time, and there’s no reason to doubt he will continue to do so today. 

Answering GOD's Call

In September, cadets of the God's Fellow Workers Session commenced their training at the new College for Officer Training (CFOT) in Winnipeg. Please pray for the new cadets as they prepare to fulfil God's call on their lives for full-time service as officers. For a full report on the cadets' welcome meeting, see page 19.

God's Fellow Workers Session (2006-2008)

Cadet Kim Bridge, *Kamloops CC, B.C. Div*

Cadet Tina Dominaux, *Grand Bank, Nfld. & Lab. E Div*

Cadets Peter and Alison Lublink,

Oakville CC, Ont. C Div

Cadet Edi Matondo, *Toronto Harbour Light, Ont. C Div*

Cadets Peter and Bethany Percival

Hope CC (Pickering), Ont. C Div

Cadets Nathan and Amanda Swartz

Suncoast Citadel (Goderich), Ont. GL Div

Cadet Lynda Wakelin

Glenmore Temple (Calgary), Alta. & Northern Ttys Div

Cadet Julie Young, *Barrie, Ont. N Div*

Cadets Peter and Alison Lublink were the last of 11 cadets who were accepted for training in September. The following are extracts from their personal testimonies:

Though raised in a Christian family, it wasn't until I became more involved in my corps that I really understood what it was to be a true follower of Christ. The biggest turning point for me was a mission trip to Hungary, where my wife and I witnessed people expressing a real and tangible need for God. We felt called to do what we could to help the suffering and forgotten. What began in Hungary continues to shape our lives together, guiding us down the road God wants us to follow.—*Peter*



Cadets Peter and Alison Lublink,
Oakville CC, Ont. C Div

I'm drawn to Eugene Peterson's paraphrase of Matthew 5:13-15 in *The Message*. His reference to Christians being the light and bringing out the God-colours in the world resonates strongly with me. Growing up in a Christian home and attending Christian schools for most of my life, I've received much guidance on how to use my "salt-seasoning" and share my "God-colours." Becoming an officer will enrich my life by allowing me to minister to others. I am excited by this opportunity.—*Alison*

Author Launches New Biography

The name Bramwell Coles is well known among Salvation Army musicians for the countless musical compositions to have come from his pen over a lifetime of dedicated service. In August, at a midweek camp program at Jackson's Point, Ont., 56 of his descendants, including two great-great-grandchildren, were present for the launching of a new book detailing his life and ministry. *In the Firing Line* was a labour of love for its author, Salvationist Wally Court of Etobicoke Temple, Toronto, and is the first biography of the former journalist and editor who served in Canada between 1925 and 1936.

The book was presented to five of Colonel Bramwell Coles' children who were present for the occasion. They were among seven siblings whose safe return home after serving in the Second World War was the inspiration for their father's march *Victors Acclaimed*, which was played by the Etobicoke Temple Band. One of the brothers, Major Gordon Coles, was promoted to Glory in 1987. Another brother, Commissioner Alan Coles, now lives in England, but sent words of greeting that were read at the dedication. Speaking of the new book, he wrote, "It is a true portrait of my father and catches the essence of his life and nature. It aims higher than history and speaks to the heart."



Five of Colonel Bramwell Coles' children pose with author Wally Court. Front row, from left, Lt-Col Norman Coles; Mjr Joan (Coles) Carter; Comr Dudley Coles; Raymond Coles; Bramwell Coles

New Training Program Announced

The Canada and Bermuda Territory has announced a plan to allow individuals serving as lieutenants to embark on a tailored training program to become commissioned Salvation Army officers. Selected lieutenants who are beyond the age of admission to the CFOT and who have served for one three-year term will be eligible to apply.

Langley Hosts Family-Focused CHRISTMAS

Beginning on December 1, residents of Langley, B.C., will be presenting Christmas in the Valley, a two-day event that will include the Langley Christmas Parade, Fort Langley's The Village at Christmas and, new this year, Trinity Western University's Spirit of Christmas Celebration. Featuring a live Nativity, choirs and the lighting of the Christmas tree, the Spirit of Christmas will involve indoor and outdoor events for the whole family. Though admission is free, organizers will accept donations to support the Langley Food Bank and The Salvation Army. Dr. Jonathan Raymond, president of Trinity Western University, says, "Encouraging residents to work together just makes sense for the community and for the university. It will be exciting to see how it all rolls out."

Salvation Army Participates in International AIDS Conference

by Manjita Biswas

Overseas Project Consultant, THQ Business Administration Services

More than 24,000 delegates from at least 170 countries visited Toronto August 13-18 for the 16th International AIDS Conference. Those attending included researchers, scientists, health professionals, activists, journalists, political leaders, representatives from non-government and faith based organizations and members of various women's, youth and community groups. Keynote speakers included former U.S. President Bill Clinton and Bill and Melinda Gates, who shared what their foundation was doing to provide funding for accelerated research to combat the disease.

The conference theme, Time to Deliver, underscored the continued urgency in bringing effective HIV prevention and treatment strategies to communities around the world. According to the Joint United Nations Program on HIV/AIDS, there were an estimated 39 million people worldwide living with the disease at the end of 2005, the vast majority in developing countries.

Dr. Ian Campbell, international health program consultant, IHQ, led a special session for Salvation Army delegates on the Wednesday night. He shared how Salvationists are helping those who live with AIDS, as well as their families and communities, through an approach known as community capacity development. This unique ministry allows participants to walk alongside the suffering, learn their hopes and dreams and be channels of God's grace to help them face life's daily challenges. Delegates spoke with optimism about the Army's growing influence among AIDS victims around the world, sharing how individuals and families were discovering their own capacity to move beyond disaster and destruction to life-affirming hope and faith.

William Booth in Canada

by R. G. Moyles

Book review by Lt-Colonel Max Ryan

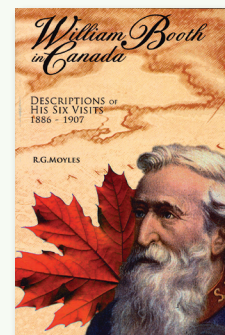
The Salvation Army in Canada and internationally has good reason to thank God for Salvationist author R. Gordon Moyles. His indefatigable research into various Salvation Army archives through the years has resulted in several books that are standard reference works about the Movement of which he is a member.

The latest result of his diligent efforts is a handsomely bound 112-page paperback, *William Booth in Canada*, subtitled *Descriptions of His Six Visits 1886-1907*. The author writes, "This account of Booth's visits to Canada offers insights into a fascinating personality. We shall see, from newspaper reports and from letters and diaries, what Booth was like ... He was a unique individual: strong-minded as well as single-minded ... full of a burning desire to save people from their sins and rescue the world from its social instability."

In five information-packed chapters Moyles combines first-hand accounts from contemporary writers with his deft interpolation of context and, where necessary, clarifying explanation. Rather than simply stringing together writings from a dead past, he skillfully weaves together narrative, anecdote and interpretation, enabling the contemporary reader to catch something of the energy and fire that William Booth brought to a young Canada.

Salvationists, as well as non-Salvationists who are interested in the Army, will be enlightened, encouraged and challenged by this giant of a leader who, more than a century ago, strode across this land with a burning message that is as up-to-date as it is historical.

Available for \$15 (plus \$2 postage) from AGM Publications, 10852-11 Ave NW, Edmonton AB T6J 6H9; e-mail: agmoyles@shaw.ca

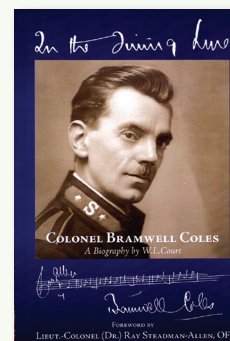


In the Firing Line

by W. L. Court

A meticulously researched and well-written book, this biography of Colonel Bramwell Coles fills a significant gap in the history of Salvation Army music-making. Coles' impact as an officer, composer and journalist continues to be felt by Salvationists around the world, not least of all in Canada, where he spent nine years in the editorial department. Includes CD with a selection of Bramwell Coles' compositions.

Available for \$28 including shipping and handling (\$32 to U.S.A., \$38 overseas) from W. L. Court, 1 Ashmill Court, Etobicoke ON M9A 4T7; e-mail: wlcemc@pathcom.com



The REVOLUTION Begins

Students and faculty reflect on this year's Territorial School of Music and Gospel Arts

by Major Len Ballantine, Secretary for Music and Gospel Arts, THQ Corps Ministries

Having performed a reconnaissance of the battlefield following this year's Territorial School of Music and Gospel Arts, I will attempt a reconstruction of the week's events in an effort to map out the revolution now begun.

A small army of about 185 students and faculty gathered at Jackson's Point Conference Centre at the end of summer. Some of us knew the drill. Others, like Gideon's army, were candid in facing their fears. "I didn't know what to expect," says Karen Hefford of Cariboo Hill Temple, Burnaby, B.C. "Here I was, flying across Canada to go to a camp where I didn't really know anybody." Her comments reveal a response shared by most first-timers.

However, the time-honoured *Grand Old Duke of York* has a way of breaking the ice for even the most resolute wallflowers among us. As Karen further explains, "I experienced the Holy Spirit completely overflowing in each session. The week was one of the best of my life, and even back here in B.C., not a day has gone by when I haven't thought about and been in touch with the people I met there."

Indeed, there were delegates from nearly every province and division, with international visitors from Russia, the United States, Switzerland, Sweden, the United Kingdom and Nigeria. Together we formed a unique mosaic, a real United Nations of culture and diversity.

At the outset we were separated by our differences, but it didn't take long to discover the unity found in the body of Christ. Corey Henderson from Fairview Citadel, Halifax, writes, "While at camp I realized a few things. Friends can help any

situation. Prayer can help any situation. And if you combine the two then you're set for all of life's obstacles."

The faculty, too, experienced a degree of discomfort at being so artificially thrown together. Yet, despite the annual changes to this team, the words of veteran staffer Bill Way of Agincourt Community Church, Toronto, reveal the true strength of this key piece. "This year was a special one in my books as I felt a real synergy amongst

the faculty."

Each year we draw a theme from the context of our daily Bible teachings. This year it was Revolution. One visible sign of it was evident at the mid-week program at Jackson's Point, where students and faculty paraded in khaki T-shirts emblazoned with this year's logo. Even the chief secretary had one!

But was it a real revolution, and what, if anything, changed during the course of the week? Domenica Miller of London Citadel, Ont., writes, "I could really feel God's presence there and it certainly changed

my day-to-day life. If I had one thing I could change about it, I would make it longer than a week."

Our musical guest this year was composer James Curnow of Nicholasville, Kentucky, U.S.A. For many years Jim was the composer in residence at Asbury College, a well-known Christian liberal arts school with a remarkable Salvation Army students' fellowship.

At home with young people, Jim gave himself completely to coaxing the best from the musicians under him. However, a deeper contribution to the week was found in his declaration of faith in Jesus Christ, whose lordship in his own life was revealed boldly throughout the week as he taught. Jim says of himself, without the slightest hint of pride, "I've held nearly every position on the corps council except corps officer." And it's true, he has.



Musical guest
James Curnow



Percussionists Ryan
Donais and David
Chaulk keep the beat

A more profound example of dignified Christian service would be hard to find. One faculty member put it this way: "What a wonderful Christian gentleman Jim Curnow is. He brought so much to the camp."



The "A" Chorus ministers in song at the midweek program

Enacted Prayer

Our guest drama coach from New York City, U.S.A. Eastern Territory, was Rich Swingle, returning for his third year. A wiry sort, Rich is not unlike comedian/actor Jim Carrey in manner and form, and his performances on the stage or on the playing field leave his audience breathless, so to speak. On Monday evening, he performed his one-man play *Beyond the Chariots*, the story of Olympian Eric Liddell and his mission work in China, following the events depicted in the 1981 movie *Chariots of Fire*. Rich recalls, "After the play we invited youth to come forward if they were willing to say, 'Lord, send me anywhere.' Between 20 and 30 young people fell at the altar. My wife, Joyce, and I prayed with many of them. Most didn't have any idea where God might call them. They just wanted to express their willingness to go."

Rich was responsible for bringing "enacted prayer" to the school last year. This powerful prayer visualization tool is conducted in silence as performers enact the situation, putting a physical presence to the issues, the people and the healing hope of God. Faculty member Connie

Knighton from Bracebridge, Ont., recalls the impact of this unique prayer focus: "Enacted prayer blessed me significantly in 2005 and 2006. Answers to these amazing prayers have been resonating through my immediate family for the last 13 months."

Creative Expression

Revolutionary worship and revolutionary prayer are powerful. Certainly they can be creative, too, and sometimes even disturbing. A symbolic exercise in one evening session consisted of hammering to smithereens some innocuous chunks of glass. This proved to be as effective as it was intriguing. Cassandra Champ of London Citadel, Ont., writes, "The Thursday night was absolutely amazing, and smashing the idols was a great way to visually smash Satan's traps and snares."

Gavin Randell of Glenwood, Nfld. & Lab., comments, "At Territorial, you get to express your way of worship, whether it be dancing, waving a flag or just clapping your hands, and no one makes fun of you."


Each morning before the main rehearsals the entire school met for united worship and Bible teaching led by Captains

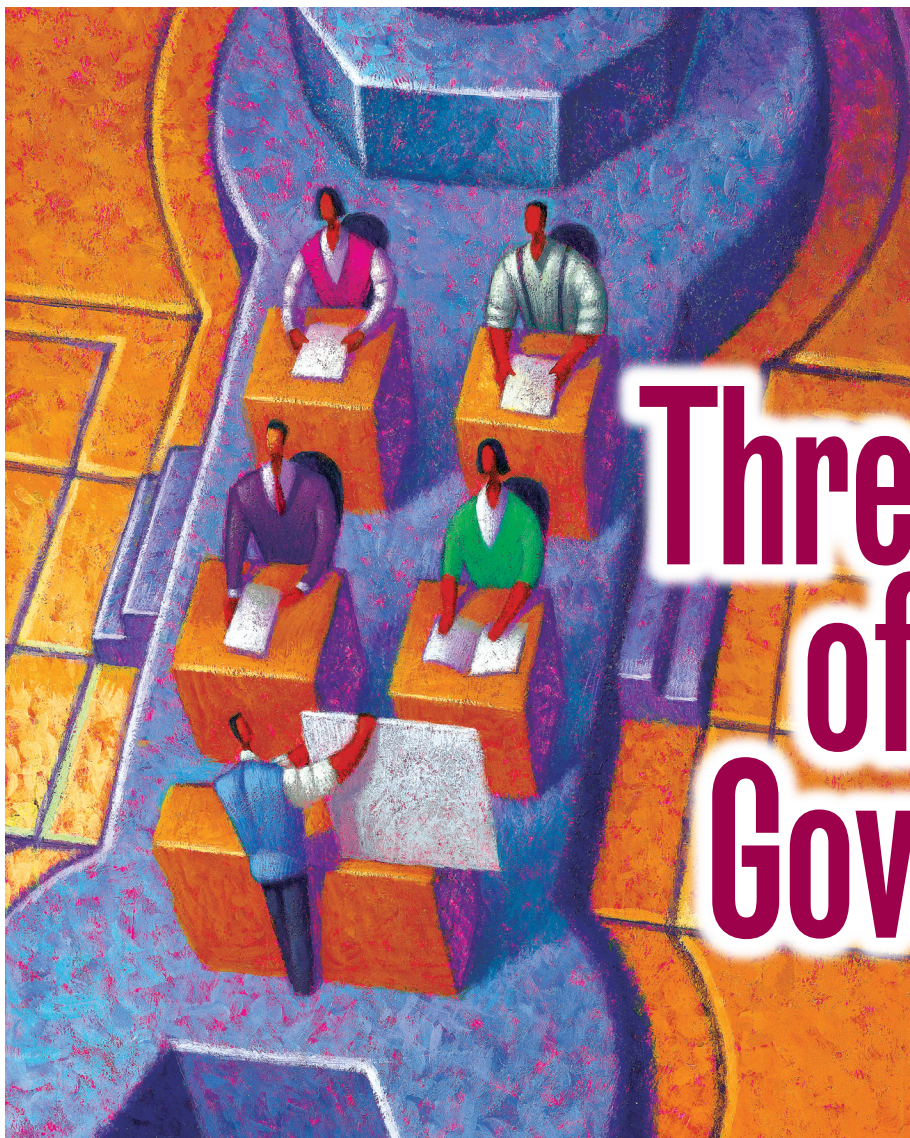
Stephen Court and Danielle Strickland of Vancouver 614. The transparent response of Adam Broughton from Picton, Ont., is typical of many: "I really got a lot out of the teaching and the small group sessions. The teaching was definitely different from what I get on an average Sunday morning."

Major David Ivany, territorial youth secretary, acknowledged that this year's school was "a week of miracles, inner healing, challenge and community."

Deep notes, high notes, passionate notes, creative notes. The range of expression given by students and faculty following this year's territorial school was truly superlative. Faculty member Judy Touzeau from Cariboo Hill Temple, Burnaby, B.C., shares this insight: "The music was divine, the worship was real and intentional and the friendships are being continued. It will be interesting to see the impact of the week as it ripples into all areas of students' lives in the years to come."

Next year's Territorial School of Music and Gospel Arts will be held August 25-September 1. Guest leaders will be Drs. Ron and Bea Holz from Asbury College, Kentucky, U.S.A.

The revolution continues. Shouldn't the youth of your corps be having this experience? 



What works best—a corps council, the Carver model or a mission board? It depends on what you want to achieve

Three Models of Corps Governance

by Major Wilbert Abbott

*Divisional Commander
Manitoba and Northwest Ontario Division*

In recent years, The Salvation Army has been exploring different models of corps governance. While there are advantages and disadvantages in each, the reality is that almost any model will work reasonably well if certain factors are in place. Board members must clearly understand the function of the model, and there must be clearly defined roles and responsibilities. All members must have “buy in” to make it work and the chairperson should have good skills in facilitating discussion and decision making.

Congregational involvement in leadership is always difficult to analyze. There are different levels of participation and decision making in any governance model. The congregation at large can be involved in the selection of members to represent them on the board and may be involved in major decisions that affect the whole congregation, such as moving to a new location or undertaking a major building

project. However, the whole congregation cannot sit at the table in the regular planning and operations of the corps. That’s why it’s important that members of the congregation are able to voice their opinions and concerns through the individual board members. The board and ministry team has a responsibility to report to the congregation on a regular basis on matters of strategic direction and results.

There are several basic systems of corps governance with many variations. For the purposes of this article, I will explore three models: the Carver model, the mission board and the traditional corps council.

Carver Model

Description:

The Carver model establishes policies based on the values and perspectives of the organization. It is based on the 10 principles of policy governance as identified by author John Carver ([\[ernance.com\]\(http://ernance.com\)\). The board develops clearly defined ends \(results\) to be achieved using three guiding principles: For what good? To whom? At what cost?](http://www.carvergov-</p></div><div data-bbox=)

The corps officer is a member of the board but not the chairperson. The chair is elected by the board members. The members of the board are nominated by members of the congregation, approved by the divisional commander and voted in for a two-year term by the congregation. The board members sign a document that requires a strong commitment to the board and the corps’ ministry. Regular congregational meetings are held in order to report on, the activities and successes of the corps’ ministry.

Strengths:

The board does not become involved in the everyday administrative details of operation but rather confines itself to the strategic direction and leadership of the

corps. Many boards and councils are so involved and burdened with the smaller issues of the operation they never get to the strategic direction of the corps' ministry.

The board members come to a decision by consensus and speak with one voice. The clearly defined roles, ends and executive limitations provide good criteria and direction for evaluating the productivity of the officer and the ministry team. The board can only evaluate the effectiveness of the officer on the basis of the criteria previously set out by the board. In turn, this gives the officer clear parameters in which to work.

The officer reports regularly to the board on the progress of the ministry team.

One of the overall strengths is the built-in accountability within the board itself as well as between the board and the officers and their ministry team.

Challenges:

The Carver model at the corps level cannot contradict present Salvation Army policies, and, although it can make recommendations, it does not have jurisdiction over the appointment of corps officers.

Unlike secular organizations, board members in the corps also become involved in ministry. These two areas of involvement must be kept clear and distinct from each other.

It is important for board members, officers, the leadership team and congregational members to have a good understanding of how the policy board works in order for it to be effective.

Mission Board

Description:

The mission board model identifies three specific divisions of responsibility within the corps—pastoral, program and business administration—with a co-ordinator and committee for each. These three co-ordinators, together with the corps officers and corps sergeant-major, make up the primary decision-making body for the congregation. The corps officer is usually the chairperson.

The purpose of this group is to support the corps officers in their pastoral and leadership responsibilities. Board members are also expected to participate in strategic planning and policy making.

Strengths:

This provides a smaller and more efficient working group for decision making.

Co-ordinators are chosen because of

The board and ministry team has a responsibility to report to the congregation on a regular basis on matters of strategic direction and results

their spiritual maturity and giftedness rather than a previously held commission or position. This model provides for greater individual involvement with a spread of responsibility across all programs and groups in the corps. It is flexible in that additional leaders can be included, such as a youth representative or the spouse in a husband-and-wife team. It can also be reduced in scope for a smaller ministry unit.

The co-ordinators each chair their respective committees, providing a good liaison between the senior leadership team and the front-line workers. Another strength in this model is that it allows ministry leaders to focus on their particular ministry without having to be regularly involved in the overall corps operation.

Challenges:

In a case where the corps officer decides to chair the board, accountability for board members and the leadership team can be effective, but accountability for the corps

officer is less effective unless he or she encourages it.

In this model smaller corps may have difficulty finding skilled and gifted people for these positions. In larger corps there is the challenge of acquiring the commitment of time and energy to be effective with a large group of people.

Corps Council

Description:

The traditional corps council is comprised of commissioned leaders already active in the corps with the addition of several members at large. It functions mainly as an advisory body for the corps officer. Decisions are arrived at through consensus.

Strengths:

All sections of corps ministry are represented at the table. This provides for a good overall perspective for decision making and planning. This group often turns into a working force for the corps.

Challenges:

Some members may be on the board for many years only because of their position and may contribute little to the effectiveness of the board. The only way off the board is to remove the commission, which is not always helpful. If all corps ministries are represented, it makes for a large group; and adding new members may become unmanageable.

Conflicting views and group interest often make it difficult to arrive at a consensus in decision making. Experience has shown that this model leans toward management of the operation (small stuff) rather than developing strategic direction (big stuff) for the corps. ☹

What is the Pastoral Care Council?

In recent years, a number of corps have adopted the new model for corps administration, consisting of a mission board and a pastoral care council. Most people have grasped the role and purpose of the mission board but if you asked them about their pastoral care council they might not know what you're talking about. So, what is it and how does it function?

The pastoral care council replaces what used to be called the senior census board. It deals with relationships, not program and policy, and exists for the purpose of providing pastoral care to members of the congregation, reviewing and revising corps rolls, and the enrollment of new members (adherents and soldiers). It is the compassionate arm of the corps, which is concerned with the well-being of all those associated with the corps in any way.

The membership of the pastoral care council consists of the corps officers, corps secretary, recruiting sergeant, corps sergeant-major and individual corps people who have pastoral care gifts. It meets quarterly under the chairmanship of the corps officer.

For further details consult *Salvation Army Orders & Regulations*.



by Major Junior Hynes, Divisional Commander,
Newfoundland and Labrador West Division

A NEW WAY OF LEADING

Springdale Corps sings the praises of the new mission board model

We are living in times of extraordinary change in all aspects of life and ministry in The Salvation Army worldwide. For this reason, the Canada and Bermuda Territory is exploring a new method of corps leadership to help us achieve our mission today. Like Samson in the biblical story, we can no longer expect to “go out as at other times” to fight the battle (see Judges 16:20 KJV).

For many years the corps council was the method of local governance. Under the control of the “commanding officer,” it was comprised of long-standing, commissioned local officers. The degree of consultation and dialogue depended mostly on the personal leadership style of the corps officer.

In recent years, more corps have embraced the new administrative model or “mission board,” which utilizes a more interactive style of leadership. Springdale Corps was primed and ready for the new mission board concept in 2003, when it was first implemented by former corps officers Majors Gary and Glenys Butt. According to the current corps officers, Majors Gerald and Doreen Lacey, it is proving to be an excellent form of team leadership.

Recently, I surveyed members of the mission board to get their reaction to the new model:

1. Does this new mission board provide a better leadership structure to your corps?

All respondents were convinced that the new mission board is proving to be a much better method, pointing out the added values of better ownership and representation from a wider cross-section of ministries within the congregation. It frees up corps officers to be more focused on their pastoral ministry.

2. What has been the most significant difference from the old corps council?

Most local officers mentioned “ownership,” while others pointed out keener interest and better attendance by the congregation at the corps’ annual meeting, with good interaction on reports given. Also, ministry job descriptions are much more clearly defined. Another member pointed out the value of having separate smaller committees handling matters of business, pastoral and corps programming. The new model is less cumbersome and matters are more promptly and efficiently addressed.

3. Have there been any challenges in finding people to take on the specific roles and responsibilities?

As the demographics change in our communities, there will always be challenges in finding and retaining the best people for each role. For smaller corps, it is a challenge not to count on the same people for too many leadership roles. In some congregations situated in “aging” communities, it is difficult to get young leaders. The business administration chair is the most difficult to fill due to the skill

set required for fiscal management and accounting.

4. Has the congregation expressed its opinion on this new model?


They are quite pleased with the operation and effectiveness of the new mission board. In fact, if a decision was made to change back to the former corps council model, there would be strong opposition. This is no surprise, considering the board’s innovative efforts at regular communication with the congregation.

5. Was the congregation well informed of the proposed change from the corps council to the new mission board?

Members of the former corps council were involved in informing and preparing the congregation for the transition. Opportunities for dialogue with the congregation were provided during the transition process. With the increased attendance at the annual (congregational) meetings, a move toward more frequent open meetings would be much appreciated.

6. Has there been a review or evaluation of the new board’s effectiveness?

No formal review has been established, but regular informal evaluation and interaction has been applied, with clear indications that our leaders and the congregation are pleased with the effectiveness of the new mission board. Members of the board and the corps officers have an open and amicable working relationship.

While this new model has been implemented mainly by the larger corps in the division, some modified versions are also being introduced in some of our smaller centres. A new day requires new leadership models to match the current ministry challenges. Gifted local leaders need to be recruited, mentored, equipped and engaged for the work of building God’s Kingdom today. 

A Shared VISION

Effective leaders inspire their congregation to see the big picture

by Major Lee Graves, Divisional Secretary for Program, Alberta and Northern Territories Division

How does your corps operate? What model of leadership does your congregation use? How are you represented? If you want to be part of a healthy congregation, these are questions worth exploring. The strength of congregational leadership and the chosen governance model depends upon a number of factors:

- the leadership style of the corps officer
- the culture of the congregation
- the competency and skill set of local leadership
- the expectations of congregants concerning ownership, input and involvement

Flexibility and Dialogue

The success of the governance model rests on the ability of the leader to inspire vision around a concept, idea or dream. Shared vision is essential. The old “command and control” model results in outcomes that are not anchored in passion or nurtured in a healthy environment. Effective leaders need proper accountability, a well-articulated purpose and the ability to connect vision with outcomes. Inclusiveness, listening, empowerment and ownership are all important.

In good corps governance, leadership is always a dialogue, never a monologue. Leadership isn’t about imposing the leader’s dream. It’s about developing a shared sense of destiny. Members of the board or council must understand, accept and commit to the vision. They must be able to listen deeply to others, discover a common purpose and communicate the vision so that people at every level can see themselves in it. Otherwise, the end result is often frustration and detachment from the life of the congregation.

Governance Models

Historically, the corps council has incorporated congregational members of all ages and backgrounds, program/business locals and perhaps thrift store or community and family services personnel. This model still serves well in many centres.

A second model reflects the specific program or business functions of the min-

istry unit, and is usually centred around a smaller executive group with three different “streams”: pastoral care/shepherding, program/worship and business/finance. This model creates a broad base of conversation and ownership at the grassroots level with a quicker decision turnaround time. The executive leadership team casts the vision and works to evaluate outcomes.

A third model incorporates many of the same characteristics as the aforementioned structures but also allows the congregation to elect two members to the governance team annually. While key personnel still hold membership on the board, based upon their positions in the worshipping community, two elected members also represent the church voice as a whole.

Every model has strengths and weaknesses, but the ultimate success of any governance model rests upon teamwork. If corps officers acknowledge their own strengths and weaknesses without feeling threatened by local leadership, and if they understand how to inspire vision and lead through healthy processes, governance will succeed and ministry will flourish. If corps officers feel threatened, they will tend to overcompensate by exerting their authority, which often results in a frustrated board, council and congregation. Little is achieved under these circumstances and mission effectiveness is diminished tremendously.

Building a Legacy

Successful boards and councils are concerned about legacy. Board members need to be set free to dream and connect vision with action. When a board or council feels involved in shaping a legacy, they are much more passionate and engaged. Of course, they must also aim to accurately capture the hopes, dreams and aspirations of the

entire congregation.

To do this, they must recognize the difference between people’s intrinsic and extrinsic values. By appealing to extrinsic or external values, a leader attempts to connect the imagination, response and commitment of the congregation to their own personal expectations or agenda. This strategy is usually unsuccessful. However, appealing to intrinsic values enhances a sense of inner satisfaction, meaning, purpose and fulfilment. It motivates a deeper commitment and inspires people to forget cost to self and focus on the greater vision of the whole.



Good governance enlists others in a common vision by appealing to shared aspirations. Board and council members must know their constituents, find the common ground, draft a collective vision statement, expand communication skills, breathe life into the vision, speak from the heart, listen often and “walk the shop floor” by being with the people. The board or council is the conduit to achieve the God-inspired dream of the congregation. Its ultimate purpose is to conduct the business of the people, by the people and for the people—all to the glory of God. ☞

There's an old saying: "When it comes to teams, either we're pulling together or we're pulling apart!" Corps officers and local officers alike have experienced sleepless nights before or after "church board" meetings. Misunderstandings, hidden agendas and "turf wars" have caused tensions among many well-intentioned people. Rather than "pulling together," it seemed we were "pulling apart!" In our frustrations, we wished for a better way of conducting Kingdom business.

The primary purpose of any ministry team is to share God's vision to serve, support, encourage and empower others in their areas of ministry to use their spiritual gifts to fulfil God's mission. For many years, the corps council/census board model of governance fulfilled this mandate. In recent years, a review of how local corps are governed in The Salvation Army has influenced alternatives to this model. It's an attempt to embrace a new style of leadership and team ministry to help congregations deal with new realities. Modifying or totally replacing the corps council has made way for a mission board structure, which can effectively and efficiently deal with the pastoral, program and business issues in the local congregation.

Structure of the Mission Board

Three areas of ministry are designed as departments and given oversight by directors:

- director of business administration, dealing with finance and property
- director of program, giving oversight and support to specific leaders and ministries
- director of pastoral care, offering support to the pastoral staff and other leaders

The membership of the board consists of the divisional commander (an ex-officio member), the corps officer(s) as chair, corps sergeant-major as vice-chair, the youth pastor (if there is one in the corps) and the three directors.

Members are not appointed to the board based on their position, but according to their spiritual gifting and experience. It is entirely possible that the only local officer on the ministry board will be the corps sergeant-major.



Pulling Together or Pulling Apart?

When it comes to corps governance, one size doesn't fit all

by Major Everett Barrow

Corps Officer, Scarborough Citadel, Toronto

What Are the Advantages?

- Allows for a more focused and intentional approach to critical areas: pastoral, program, finance and property.
- Streamlines the process of decision-making. While others may be consulted outside the board membership, there is an effectiveness and efficiency in working with a smaller group. More people does not necessarily represent more points

of view, often just a rehashing of the same points of view, which is time consuming, frustrating and leads to indecision.

- Allows local officers to focus more on their primary responsibility rather than being overworked and overburdened with other issues that are not relevant to their area of ministry. After all, most people live busy lives outside of their corps responsibilities.
- Gives opportunities for those outside of a local officer position to use their experience, expertise and spiritual gifts in the decision-making of the corps.
- Enables "new blood," fresh views and insights, creative energies with the change of membership every 3-5 years. No "life-timers" allowed! As Reggie McNeal notes in *The Present Future*: "God is still inviting us to join him in mission, but it is the invitation to be part of a movement, not a religious club."

What Are the Fears?

- Some people, who have served on a corps council for years because of their position, may feel left out of the central core of decision-making. However, consultation can take place in an informal manner to gather ideas or seek input on issues both from those who give leadership and also from congregational members.
- The new system tends to put a lot of responsibility in the hands of a few, most of whom are volunteers who already have heavy schedules outside of their church responsibilities. Directors are encouraged to seek out assistant directors to help in the ongoing efforts outside the committee meetings.

In my experience as a corps officer, I have worked with both models of governance—corps council and mission board. The jury is still out as to which is the more effective method. Both have merit, depending on the situation. One size doesn't fit all. The key question is not which model is best, but whether you're pulling together or pulling apart. If you're pulling apart, it may be time to look at the alternatives before you fall apart.

One last thing: it's not the structure of the board that will impact lives but people who are passionate about Christ, driven by mission, with a burning desire to be a "transforming influence" in their communities. ☺

The Aftermath of Preaching

The sermon's done. Now what? Four prayers to explore what God's Spirit is saying to you

by Major Julie Slous, Director of Spiritual Formation, College for Officer Training

What happens at your corps when the sermon is finished? Maybe the preacher breathes a sigh of relief—another Sunday's mission accomplished. Fidgeting four-year-olds notice a special glow coming from the exit sign over the door—the agony is almost over! Parents may be worried about the roast in the oven or the impending work week. But before we rush off, it's important to take time to absorb the full impact of the sermon.

In Salvation Army tradition, the preacher's message is usually followed by an appeal or altar call. These days, many congregations still use this opportunity for prayer and reflection. Usually the time after the sermon involves congregational singing, prayers and an invitation to kneel at the mercy seat. Defined by a simple wooden bench, the mercy seat is a meaningful place to experience God's blessing.

But is the final goal of preaching merely a public appeal? Is it not also the transformation of human lives, teaching of sound doctrine, proclamation of good news and pastoral care of the congregation? All good answers! But there is one thing that is crucial. British poet George Herbert put it best: "Resort to sermons, but to prayers most; praying is the end of preaching." In the aftermath of the sermon, we use prayer to identify what the sermon is awakening within us and how this new understanding contributes to a vibrant relationship with God.

Prayers of Celebration—In Acts 2, when believers assembled in the upper room, the Spirit of God descended in tongues of living fire and everyone was heard "declaring the wonders of God" in their own language (see Acts 2: 11). That miraculous moment brings to mind the words of the Psalmist: "O Lord, our Lord, how majestic is your

name in all the earth!" (Psalm 8:1) When we encounter the power of the holy God and realize who he is and all that he has done on our behalf, the natural result is an outpouring of praise.

Recently, I heard of a school janitor who sat on the bleachers reading his Bible as the boys finished their basketball practice. When asked what he was reading, the janitor replied, "The part where Jesus wins!" In God's great story, we know the final chapter. Effective preaching causes us to celebrate and put our hope in God's promises.



Prayers of Confession—When the heart is engaged in prayers of celebration, confession quickly follows. As we see our own inadequacies in the light of who God is, we are driven to our knees. In Isaiah 6, the prophet sees the Lord seated high upon his throne. He is drawn into that moment of transcendent worship as the living creatures circle about, singing their anthems of praise. Isaiah's immediate response is: "Woe to me! ... I am ruined! For I am a man of unclean lips ... and my eyes have seen the King, the Lord Almighty" (Isaiah 6:5). We, too, can expect prayers of confession to be awakened within us. By this act of worship the heart is cleansed from everything

ungodly and we begin to experience the deepening work of his grace.

Prayers of Intercession—As preaching helps us understand God's plan for the world, we begin to see human need through the eyes of faith. Effective preaching leads us to embrace the pain of the suffering and oppressed. We intercede for those who are disadvantaged by their circumstances, for children who are victims of abuse, for people who lose control of their lives because of bad decisions. As we experience the power of God's voice speaking into our own lives, we

feel compassion for the marginalized and lost. This is the divine work of God, making us more attuned to the needs of suffering humanity.

Prayers of Personal Struggle—Effective preaching may also cause us to cry out to God. Like the Psalmist, we pray: "Out of the depths I cry to you, O Lord ... Let your ears be attentive to my cry for mercy" (Psalm 130:1-2). In these instances, we bring our anger, disappointment or even our frustration. We lay before God our "why" questions and

ask that the Spirit would bring illumination that helps us make sense of our faith journey.

Preaching should always conclude with prayer—prayers of celebration, confession, intercession or personal struggle. Prayer returns us to the Source of the spoken Word and initiates deep meaningful interaction with God. As you listen to God's Word this Sunday, ask yourself: What is this sermon stirring within my spirit? Talk to your corps officer about your experience. Conversation between the pulpit and the pew strengthens our preaching tradition. And you'll discover God speaking to you in ways you never imagined! S

Everybody Has a Job to Do

Fulfilling our responsibility as
co-workers with God

On a September weekend in Winnipeg, the Salvation Army community gathered to celebrate the arrival of the God's Fellow Workers Session at the college for officer training (CFOT). The weekend involved a service with the CFOT community as well as a public celebration for Salvationists in Winnipeg, all focused around our role as God's fellow workers.

Fellow workers is a biblical notion recognizing the complexity of the mission of the Church and the significant

the activity of all of us.

The territorial symposium that took place just a year ago articulated the longing of Salvationists to be involved at all levels in the work, mission and decision-making of The Salvation Army. It is part of a wave that is shaping the Church of the 21st century and the Army with it. It's all about the Church being the presence of Jesus in the community.

This issue of *Salvationist* focuses on the place we all have as members of The Salvation Army in mission leader-

ship. The result is a more decentralized, democratized, consultative approach rather than a system that works only from the top down. I don't want to denigrate the place of the officer—I

am one by conviction and calling—but I rejoice that we are moving to recognize the essential value of the lay members of our congregations.


Recently I was listening to a sermon by Charles Price, pastor of People's Church in Toronto, in which he pointed out that most of God's dealings with people in the Bible are with believers engaged in living their faith in a secular workplace, as distinct from those engaged in full-time professional ministry.

I recall a few years ago reading a fea-

Most of God's dealings with people in the Bible are with believers engaged in living their faith in a secular workplace

ture article about The Salvation Army in an Australian newspaper that dealt with the way in which the Army was changing. One of the officers interviewed for the article summarized his feelings with these words: "I am not sure if I am witnessing the demise of The Salvation Army or its renaissance."

Demise or renaissance? The answer is in our own hands. As the Church evolves, as the Army changes, we hang onto Jesus' promise that he will build his church, and that nothing—not even the gates of Hell—will prevail against it (see Matthew 16:18 KJV).

The important thing is that God is at work through ordinary people like us, calling us to be his fellow workers. The mission is bigger than roles or structure, bigger than ranks. There is a place for all of us as God's fellow workers. Let's find our place and fill it with joy. 



Colonel Glen Shepherd
Chief Secretary

Did You Know ...

... International Headquarters has established a sports desk to formalize the ministry of outreach and evangelism through sporting events? This will include the co-ordination of mission teams to events such as the Olympic Games and the FIFA World Cup, as well as other sports activities on the local level

... The Salvation Army assisted more than 200 individuals fleeing from Lebanon this past summer?

... 57 participants from 37 territories and commands met in August in Johannesburg, South Africa, for the Army's second International Theology and Ethics Symposium? Under the theme

People of God—Salvationist Ecclesiology, delegates looked at what it means to be disciples of Christ and how Salvationists can be servant-members of his Church through The Salvation Army ... General Shaw Clifton sent a message of support to American Salvationists on the fifth anniversary of 9/11?

... Salvationists in the Eastern Europe Tty recently held a congress in St. Petersburg, Russia, to mark the 15th anniversary of the Army's return to that country?

... The Salvation Army in Poland is now recognized as a Christian church?

... the Army currently ministers in 111 countries around the world using 175 different languages?

... news of Army events and activities around the world are reported regularly through international news releases on the IHQ website, www.salvationist.org?

Watch for future issues of

SALVATIONIST 

as we explore these themes

December—Who Is Jesus?

January—Integrated Mission

February—Partners in Mission

March—Music and Gospel Arts

April—Social Services

May—Rural Ministry

June—125th Anniversary Celebration



Cadet Edi Matondo follows in his father's footsteps

A Work That Must Be Done

New cadets welcomed as officer training officially transfers to Winnipeg

by Lt-Colonel Maxwell Ryan

To the upbeat music of *Southdown*, played by Heritage Park Band, the 11 cadets of the God's Fellow Workers Session marched with flags flying through the cheering crowd at Southlands Community Church, to be greeted by second-year cadets of the Heralds of the Good News Session. Receiving the salute were Colonels Glen and Eleanor Shepherd, chief secretary and territorial secretary for women's ministries, with Major Sandra Rice, training principal. A special welcome was extended to Cadets (Dr.) Paul and Pedrinah Thistle from Zimbabwe, who were on hand to receive some in-college training for several weeks.

The welcome meeting was an enthusiastic yet reverent amalgam of traditional Salvation Army songs, worship choruses, video clips, humour, testimony and challenge. United songster brigades joined the cadets in the first public rendition of the God's

Fellow Workers' sessional song, written by Major Julie Slous. "We have seen the world's great need ... There's a work that must be done ... We'll work to show you Jesus," sang the fervent cadets and songsters.


Following an introduction of the new session by the training principal, two second-year cadets unexpectedly donned Army bonnets and read training college regulations from 1925, much to the enjoyment of the congregation. In his welcoming remarks, the chief secretary reminisced that he and his wife left Winnipeg 27 years earlier to train as officers. He also announced a new territorial initiative that will allow lieutenants (there are 17 in the territory) to undertake individualized training toward becoming commissioned officers.

There was another special welcome, this time a highly entertaining video clip of CFOT "kidettes," who in their inimitable way greeted the new cadet children recently arrived

at the college. Interspersed throughout the two-hour service was a variety of inspirational and challenging vocal music by the college worship team. In an interview conducted by Captain Deana Zelinsky, CFOT personnel officer, Cadet Amanda Swartz, a former fashion designer, told how she had come to the Army through a friend and how God had led her to this moment. Cadet Edi Matondo, an Angolan who entered train-

ing from Toronto Harbour Light, shared his conviction of God's miraculous guidance in bringing him to college. He indicated that he was moved at being selected as sessional flagbearer because his father, an officer in Angola, had been flagbearer for his session.

In a thoughtful yet challenging exposition of scriptural truths, linked with compelling anecdotes, Colonels Glen and Eleanor Shepherd teamed up to talk about the "transforming influence of the gospel in this complex yet magnificent undertaking" of officership training in obedience to Jesus. Following the message, the congregation was invited to come forward to receive bookmarks that encouraged prayer for both sessions of cadets, for next year's 125-year anniversary celebrations, for the Army's mission in Winnipeg and for God's blessing on the city. Colonel Eleanor Shepherd then shared in a prayer of dedication. The meeting concluded with a lively "war song" reminiscent of the early Salvation Army.

Earlier in the day a private devotional meeting and welcome dinner for cadets and their visiting relatives had been held at the CFOT and Booth College respectively. 



New cadets share a moment of joyful praise

Chaotic Order

Finding meaning in a senseless world

by Captain Danielle Strickland, Corps Officer, Vancouver 614, British Columbia

We are thriving in chaos.” That’s my usual response to the all-too-common question, “How are you doing?” The fun part is I’m not even lying. Although it has become a cute response to an otherwise difficult-to-answer question, it is not a bad explanation. Cute answer equals a deep truth.

The truth is that I’ve been after something for some time now. A deep dissatisfaction with the “status quo” of Christianity in general and ministry in particular (what it is and how it’s done) has been gnawing on the inside of me. And since, according to my husband, transparency is one of my best traits, it’s been showing through me as well. I’ve been struggling with how the absolute truth of the gospel meets my world of compromise, change and disorder, and how it impacts my community, forming the Church. In all of my wanderings (not so much bitterness and not even much gall), I’ve discovered something that the North American church has lost—chaos. I’m convinced that chaos is central to divine order (i.e., God’s big plan for the world’s redemption). Let me explain:

Encarta offers these definitions of chaos and order:

Chaos: 1) a state of complete disorder and confusion; 2) the unbounded space and formless matter supposed to have existed before the creation of the universe; 3) the unpredictability inherent in a system such as the weather, in which apparently random changes occur as a result of the system’s extreme sensitivity to small differences in initial conditions.

Order: 1) to command somebody to do something; 2) to give an instruction for something to be done; 3) to give an instruction for something to be provided, e.g., food in a restaurant or merchandise

from a manufacturer or supplier; 4) to arrange items in a particular way, especially in the sequence in which they are to be dealt with; 5) to put things into a neat, well-organized state or into the required state.

Chaos That Kills

The City of Vancouver has decided to spend \$8.1 million in 2006 funding a new pilot project that gives free heroin to the 150 worst addicts in the 10 blocks of the Downtown Eastside. The addicts themselves think this is rather like Daddy Warbucks entering into their Little Orphan Annie world. They are thrilled to participate in the latest “treatment”—although, because of the chaos of their existence, they will continue to live day to day, struggling to find food, shelter and long-term health.

The heroin clinic is a misguided attempt to bring order to the chaos of our drug-addicted neighbourhood. It is evidence of a human need for order. Chaos kills us. The kind of chaotic life of an addict in my area is hard to explain. I was reading the interpretation of the “chaos” of the universe into which God spoke to form our world (see Genesis 1:2). It pretty much summed it up as “dark, empty, lost and void.” That kind of chaos isn’t the kind I’m thriving in.

Order That Kills

On the other hand, most church congregations have more order than an addict has chaos. Church bulletins, meeting outlines (so there are no surprises), church hierarchy (everyone with his own job description), food kept out of the sanctuary (no spills that way) and family quarrels kept to the back of sanctuary (with easy access to an exit if chaos creeps in). This is “order.”

Often order is the deciding factor of whether God is even in the house—it’s that important. After all, our God is a God of order. I agree—but what kind of order? Is



it the kind that leaves no room for mystery, spontaneity, life or fullness? Is it structural order such as a rigid organizational chart of church hierarchy? The order that we have in the Church of today, at least in the Western world, is a human order, not a divine one. It's the kind of order that creates dust, boredom and lethargy, both in the Church and in the world. My friend calls that kind of order "boring" and considers it one of the chief sins of contemporary church culture. Order can kill you.

Order That Gives Life

What is God's part in chaos? What kind of order is he after? As I thought about these questions, I realized that there's much more chaos in Scripture than I first imagined. I used to consider the chaos of Genesis 1 the enemy's work and the order of creation

God's fine form. But on another glance, I realized that it was out of the chaos that God created, not in spite of it. If God was everywhere and had an order to creation, perhaps the starting place wasn't Day One but the chaotic void.

From out of chaos order is born. But it is a wild order, not a tame one, and scientists to this day can't quite figure out the nature of it (or perhaps it's God they can't figure out). Even the birth of the Church had an eerily similar chaotic order to it. The early believers were waiting and praying (that sounds nice and orderly), they were together in a spirit of unity (that required some order), then ... bam! Fire, wind, tongues. The divine order shows up and disrupts everything.

It seems to all add up to chaos, but what kind? Not the kind that sucks the life out of an addict, but a kind that allows

human order to be tossed out and divine order to take the stage. Our best laid plans, our most orderly desires, must often be overturned by chaos in order to make room for divine order.

That's what I'm starting to figure out. It's not that chaos is good in itself, it's that it leads somewhere. Out of chaos comes a need for order—not just a temporary fix for a chaotic life, but divine order, where things are born, created and established as good. It's *that* kind of order I'm looking for and I'm willing to embrace chaos to get it.


There is a good chaos. It's a gift from God that is used for his purposes and to establish his order in our lives. This "feels" chaotic and often is chaos itself, but it bears righteous fruit and breathes divine order into our lives. However, there is also a distorted and demonic chaos, one that robs, steals and destroys. It is often an extended invitation of death that leaves our lives empty and void.



Chaos can be a friend when we invite God to use it to establish his order in our lives and in our world. ... When we turn our attention to Heaven, God speaks divine order and creates life out of our confusion and disarray

Chaos can be a friend when we invite God to use it to establish his order in our lives and in our world. Often this is accomplished by overturning our carefully laid out human plans. Then, when we turn our attention to Heaven, God speaks divine order and creates life out of our confusion and disarray.

This kind of chaos is good company. And thankfully, wholeheartedly even, I'm beginning to realize that chaos is not always the enemy but most often a friend. It is not a friend of my human system or my need for control—but a friend of God that invites into itself the divine order to establish His Kingdom.

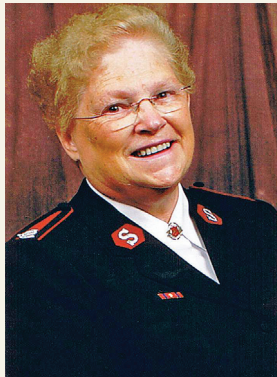
Chaotic order. It's what I've been seeking all along. 

Retirements

Colonels Roy and Joy Bungay retired September 1 following more than 38 years of ministry in Canada and around the world. Fourth-generation Newfoundland Salvationists, they served in various Newfoundland corps before the first of three overseas appointments took them to Singapore in 1976, where they served as youth officers and on training college staff. Returning to Canada in 1984, they were appointed to Mount Pearl Corps, Nfld. & Lab., before serving for eight years at St. John's CFOT, where Roy was the education officer and Joy, a teacher and department assistant. From 1994 to 1997 they served as divisional leaders in the Kwa Zulu Natal Division in the Southern Africa Territory. This was followed by an appointment to Papua New Guinea, where under their leadership the command was granted territorial status. Following Roy's diagnosis with multiple myeloma in 2001, they spent a year in Toronto while he



received medical treatment. Since 2003 they have served as divisional leaders for Nfld. & Lab. West Div. As they enter retirement, Roy and Joy are grateful for the many who continually bring their ongoing health concerns to the throne of grace.



Following 32 years of officership, **Major Dianne Stevenson** retired July 1 from her appointment as co-ordinator of family tracing, THQ social services. Dianne's introduction to the Army was through the Girl Guides at Rhodes Avenue Corps, Toronto. As a young

Salvationist, she willingly responded to God's call to officership and was commissioned in 1974 as a member of the Followers of Christ Session. Corps and social services appointments included ministry opportunities in Estevan, Sask., Cranbrook, B.C., Edmonton, Vancouver and Winnipeg. These were followed by a period at THQ, where she served as secretary in the women's organizations and trade departments. In 1996, Dianne once again responded to God's call, this time to serve in Sri Lanka, where she gave six and a half years in varying appointments, returning to Canada in 2003. Throughout her life, Dianne has realized the truths of God's Word and its relevance to daily living. She claims the promise from Joshua 1:9 that "the Lord your God will be with you wherever you go." Anticipating further ministry opportunities in retirement, she thanks God for the privilege of overseas service and for family and friends who have shared her journey.

Major Lois Dueck retired September 1 following a diverse ministry that took her from Newfoundland and Labrador to Northern British Columbia and Eastern Europe. She writes: "My officership has been like bungee-jumping with God, filled with adventures, spiritual adrenalin, swooping uncertainties, painful jolts of reality, joys of 'flying in his Spirit' and the relief of landing in his arms safely." Following service in Hazelton and Vancouver, B.C., her greatest challenges and joys were my five years in Ukraine, pioneering new work for The Salvation Army in corps and ministry to the homeless. Returning to Canada provided Lois with further opportunities of new beginnings working with refugees and immigrants throughout Manitoba. Due to her illness in more recent years, Lois had the privilege of sharing Jesus in the cancer world. "That has given fruit to my sweetest

peace and joy to date. As for my future, I await the breathtaking vistas of my next bungee jump with my Keeper of Light. How thoroughly blessed I am. 'He enables me to tread on the heights' (Habakkuk 3:19)."



New Divisional Leaders



Majors Junior and Verna Hynes have been appointed as DC and DDWM for Nfld. & Lab. W Div. Training at St. John's CFOT, they were commissioned as single officers in 1972. Following marriage in 1973, they were appointed to Lower Island Cove, Nfld. & Lab., then subsequently served at the training college and as divisional youth officers. Following a four-year appointment at Harrow Corps in London, England, they returned to Canada as corps officers of St. John's Temple. In 1994 they were appointed to THQ, where Junior was secretary for candidates and then TYS. During this time Verna held various responsibilities in the youth and candidates department. The Hynes come to their current appointment following five years in divisional appointments in Ontario North and Newfoundland and Labrador West.

Youth Achievement

SUDBURY, ONT.—Daniel Rowe receives his Cross Training and Youth Discipleship Training certificates from his mother, Mjr Patsy Rowe, CO



COMING SOON

SendTheFire.ca

December 2006

Cradle Roll Nurtures Young Families



OTTAWA—Cradle Roll Sergeant Alana Head (back row, centre) organized a cradle roll party at Ottawa Citadel for 10 little ones, their parents and grandparents. Newborn Vivian Hall, seated in the second row next to Mjr Kathryn Trim, CO, was the star of the day!

TRIBUTE



COLLINGWOOD, Ont.—Born in Weyburn, Sask., in 1916, **Edith B. McQuay-Brown (nee Heitman)** was raised in Feversham, Ont., and became a Salvation Army soldier in 1939. Following her marriage to Lorne McQuay in 1943, Edith attended Collingwood Corps, where she faithfully served as a Sunday school teacher, songster, band member and was corps treasurer for 44 years. Edith was a school teacher for more than 30 years, retiring in 1981. She is survived by her husband, David Brown; daughters Dianne McQuay-Sellwood and Ruth Handy; son, Robert; grandchildren Greg, Mike, Carol Ann, Lisa and Trevor; and great grandchildren James, Emily and Simon.

GAZETTE INTERNATIONAL

Promotions to commissioner

Col Vinece Chigariro (TC, Zambia Tty)

Promotions/appointments

Comrs Hasse/Christina Kjellgren, international secretary and zonal secretary for women's ministries, Europe Zone, IHQ; Cols Dick/Vibeke Krommenhoek, the General's representative for global evangelization and international youth ministries co-ordinator, IHQ; Lt-Col Susan McMillan, CS in charge, South America West Tty (until Feb 1, 2007); Lt-Cols Victor/Roslyn Poke, TC and TPWM, Sweden and Latvia Tty, with rank of commissioner; Lt-Col Alain Duchêne, TC, France Tty, with rank of colonel; Mjrs Joseph/Angelique Lukau, CS and TPWM, France Tty, with rank of Lt-colonel

TERRITORIAL

Appointments

Mjr Fredrick Butler-Caughie, special assignment, Ont. C Div; Mjr Eileen Butler-Caughie, divisional CFS chaplain, Ont. C Div; Cpt Elizabeth Fisher, administrative assistant, Man. & NW Ont. DHQ; Mjrs Junior/Verna Hynes, DC and DDWM, Nfld. & Lab. W Div; Cpt Cynthia Oliver, chaplain, Toronto CJS, Ont. C Div (return from medical leave); Lts Felipe/Phyllis Vega, Tisdale CC, Sask Div; Cpt Louise Wareham, Yorkton,

Sask. Div (additional responsibility)

Reinforcement personnel

Mjrs Les/Bonnie Bussey, Manchester Corps, Conn., U.S.A. Eastern Tty

Long service—25 years

Mjr Velma Preston

Medical leave

Mjrs Maurice Davis, Sharon Mason

Retirements

Mjrs Jim/Sheila Ellis, out of London Citadel, Ont. Last appointments: director of pastoral care and chaplain, The Scarborough Hospital, THQ social services—health services section

Retirement addresses

Cols Roy/Joy Bungay, 44 Morgan Dr, Gander NL A1V 2H9

Promoted to Glory

Brg Dora Taylor, from Toronto, Sep 20

CALENDAR

Commissioner M. Christine MacMillan

Nov 2-3 territorial leaders' consultative council, JPCC; Nov 7-8 General's consultative council, IHQ; Nov 10-12 120th anniversary, Bonavista, NL; Nov 13-16 territorial leaders' conference, JPCC; Nov 19 Santa Claus Parade, Toronto; Nov 21 religious leaders' forum, Queen's Park, Toronto; Nov 23 Red Shield business

luncheon, Saskatoon; Nov 24-26 Glenmore Temple, Calgary; Nov 28 Canadian Council of Churches, Toronto; Dec 1-3 official opening, Iqaluit, Nunavut; Dec 5 Ontario Central retired officers' Christmas dinner, Toronto; Dec 6-11 commissioning, Santiago, Chile, South America West Tty; Dec 13 Kiwanis Club of Toronto; Dec 15 Maxwell Meighen Centre, Toronto

Colonels Glen and Eleanor Shepherd

Nov 2-3 territorial leaders' consultative council, JPCC*; Nov 13-16 territorial leaders' conference, JPCC; Nov 19 Santa Claus Parade, Toronto; Nov 26 CFOT, Winnipeg; Nov 28 Canadian Council of Churches, Toronto*; Dec 2 Santa Shuffle, Toronto*; Christmas With The Salvation Army, Roy Thomson Hall, Toronto; Dec 5 Ontario Central retired officers' Christmas dinner, Toronto

*Col Glen Shepherd only

General and Mrs Bramwell H. Tillsley (Rtd)
Nov 4-5 Guelph, Ont.

Canadian Staff Band

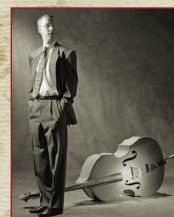
Nov 4 Oshawa Temple, Ont.; Nov 19 Santa Claus Parade, Toronto; Dec 2 Christmas With The Salvation Army, Roy Thomson Hall, Toronto; Dec 16 *Toronto Star* Christmas concerts, St. Paul's Anglican Church, Toronto

Presented by The Salvation Army Territorial Headquarters - Music and Gospel Arts

Christmas

with The Salvation Army

Featuring
The Canadian Staff Band
Festival Chorus
Special Guests



Duncan
Hopkins
Quartet



Jude
Gotrich

Saturday, December 2, 2006
7:30 p.m. Roy Thomson Hall
60 Simcoe Street

Tickets: \$15 ~ \$20 ~ \$25 available at:

Ticketmaster.ca (416) 870-8000

RTH Box Office (416) 872-4255

Maj. George Patterson (416) 321-2654

george_patterson@can.salvationarmy.org



Giving
Hope
Today

Caring Ministry Expands



DILDO, NFLD. & LAB.—Six new CCM members are commissioned at Trinity Bay South. From left,

Glen Reid, Tobitha Reid, Winston Warren, Ed Higdon, Hughie George, Calvin Reid

Lieutenant Appointed to Divisional Team



HALIFAX—Lt Dianne Guevremont has been appointed as CFS program director for Halifax. With

Rosalie and Brian Peddle, divisional leaders, Maritime Div

her ministry gifts, she will augment an already strong team that gives oversight to all social services within the region. From left, Cpts Owen and Sandra Budden, COs, Halifax Citadel CC; Lt Dianne Guevremont; Mjrs

Celebration of New Growth



MAPLE RIDGE, B.C.—Guillermo and Patricia Avila display their Soldiers' Covenants following their enrolment as senior soldiers, supported by their children, William and Paola, and Cpts Ed and Kathie Chiu, COs, Mountain View CC



ORILLIA, ONT.—Joanne Pittcock and Ron Van Ness are sworn in as soldiers by Cpt Wayne McTaggart, CO, supported by Cpt Sharleen McTaggart, CO

Come and join us in celebration...

Spirit filled praise, prayer, and preaching

The diversity of Salvation Army Ministry

The Ordination & Commissioning of the 'Heralds of the Good News' session of cadets

celebration

ONETWOFIVE

Winnipeg, Manitoba
June 15-17, 2007
www.salvationist.ca/onetwofive

ELIMINATE

your Capital Gains tax!

Consider a gift of listed securities to The Salvation Army

The federal government has eliminated capital gains tax on appreciated listed securities when they are donated to charity. This results in a double tax benefit for donors.

By transferring the security directly to The Salvation Army, donors can eliminate all capital gains tax on their gift. Furthermore, The Salvation Army can provide a charitable receipt for the full 100% of the fair market value.

Please contact us for more information.

Planned Giving

A great way to help yourself and support the work of The Salvation Army in your community.

donor_questions@can.salvationarmy.org | 1-800-725-2769

www.SalvationArmy.ca

A Glimpse of Heaven

How your congregation can model God's amazing grace

by Major Donna Millar, Divisional Multicultural Ministries Secretary, Ontario Central Division

Our Father in Heaven, hallowed be your name, your Kingdom come, your will be done, on earth as it is in Heaven

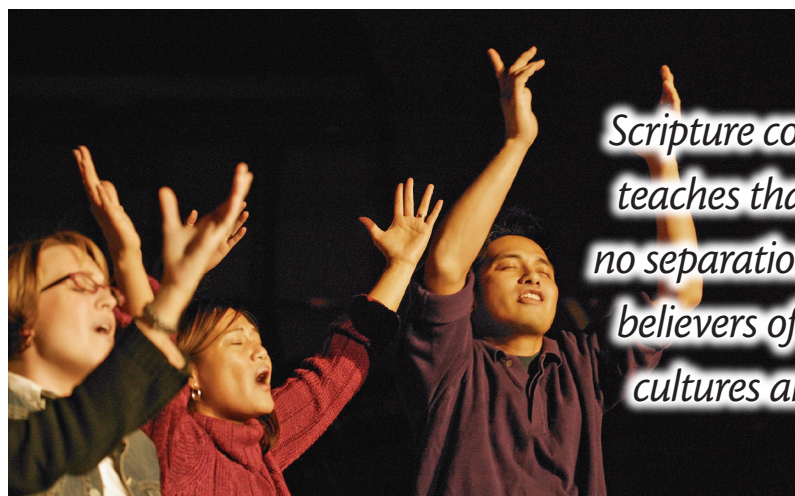
(Matthew 6:9-10)

What is God's will in Heaven? The revelation of Heaven given to the Apostle John shows a delegation of worshippers declaring, "You are worthy, our Lord and God, to receive glory and honour and power, for you created all things ..." (Revelation 4:11). God is worshipped as the creator of all people.

Further on they speak of Christ, the Lamb of God, saying, "You are worthy ... because you were slain, and with your

within reach of many church congregations. Should the picture of your church and mine here on earth not be the same as it is in Heaven?

Scripture consistently teaches that there is no separation between believers of different cultures and races. It's hard to believe that the images in Revelation depict segregation. In the same way, a multicultural church on earth should genuinely accept people of all ethnic backgrounds into its fellowship.



blood you purchased for God members of every tribe and language and people and nation" (Revelation 5:9). Jesus is worshipped as the Saviour of all people.

Then John declares in Revelation 7:9-10, "After this I looked, and there before me was a great multitude that no one could count, from every nation, tribe, people and language, standing before the throne and in front of the Lamb. They were wearing white robes and were holding palm branches in their hands. And they cried out in a loud voice: 'Salvation belongs to our God, who sits on the throne, and to the Lamb.'" Diverse believers worship God and Christ in unity.

Intentional Integration

In this age of global migration, various tribes, peoples and language groups are

All people should be encouraged to become integrated into the life of the church, to the point where they are included as full partners in worship and in ministry. This requires that each believer be transformed by the power of the Holy Spirit into the likeness of Christ, who would have us love, value, empower and include others in order to fulfill his Great Commission.

Brian Seim serves with SIM (Serving in Mission) Canada. He consults with church congregations across the country on ethnic ministry development and helps denominations take strategic steps in ministry to newcomers. In *Canada's New Harvest*, he writes: "In some churches, prejudice is being acknowledged and overcome. A Christian from Jamaica has committed himself to a non-Christian from Taiwan

until, sure enough, the love is returned and a new trust placed in Christ. God can change our fear into love. The Church in Canada must recognize that our greatest citizenship is in Heaven."

Guiding Principles

Previous articles in this series have suggested five capacities that a congregation must possess, even before any attempts are made to evangelize a multicultural community. These arise from four guiding principles. An integrated congregation is achieved:

1. By heartfelt obedience to the Word of God in how it treats each member as part of the body of Christ. The Bible says that we are to be godly and righteous in our relationships.


2. Not by programs alone, but by relationships. If programs are viewed as important opportunities for relationships to be formed and nurtured, there will be success.

3. When the heart—individually and corporately—is ready. The path to readiness involves the intellect, the emotions, the social mindset and the spirit. "Am I ready?" and "Are we ready?" are critical questions.

4. When intentional strategies are applied. A specific integrated church model could be adopted.

So far in the Ontario Central Division, 16 out of 29 corps are intentionally applying these principles and, with various degrees of achievement, are proving that diverse people can worship and serve the Lord together. For information and networking to these corps, my contact information is below.

When Christ returns for his bride, he will return for one Church, albeit with many congregations. His grace flows to one race—the human race. In the heavenly Church, the only thing that matters is "Christ is all, and is in all" (Colossians 3:11).

May God's will be done on earth as it is in Heaven. 

For further information, contact Major Donna Millar at 416-321-2654, Ext. 178, or donna_millar@can.salvationarmy.org

Why an Army?

URBAN Army

Second in a three-part series calling The Salvation Army back to its founding idea

by **Captain Grant Sandercock-Brown**, Corps Officer, Chatswood Corps, Sydney, Australia

Jeff Lucas is the funniest preacher I have ever heard. However, it is one of his serious lines from a recent conference that haunts me: “Are we Christians looking for a better class of sinner?”

As I look back over my years of soldiership it seems that, for many years, I have been doing just that. Too many times I have said to myself, “After all, the comfortable middle class needs saving as well.” It’s much easier for me to hang out with people like me. The only problem is that it appears the middle class haven’t returned the favour. There is just too much about Salvation Army life that is irrelevant to most comfortable, middle-class pagans. So they have admired us, donated to us and refused to join us in significant numbers. At the heart of this middle-class rejection lies a simple truth. The Salvation Army makes little sense in the suburbs; we make perfect sense in the heart of the city.

I have a growing conviction that we really fit best in the urban downtown. Major Geoff Ryan crystallized this conviction in a presentation last year in which he posed the question: “Why would an average middle-class suburbanite choose us, with our funny clothes and strict lifestyle rules for members?” The answer is that generally they wouldn’t. The Salvation Army in the suburbs is a missional

movement out of context, and it can often end up in either of two difficulties. The first is that we become a comfortable Christian club where Jesus and William (in either order) were our founders and where we meet together to enjoy activities (particularly musical) that they started. The other difficulty is that we end up actually not being The Salvation Army at all. And because we have no reason to wear uniforms and no reason not to drink alcohol and no reason not to gamble, we end up looking pretty much like any other suburban evangelical church.

As a result of our metamorphosis into a middle-class Army we have a whole sub-group of Salvationists who think that our stance on alcohol, tobacco and gambling is just the anachronistic rules of 19th-century Methodism. It is not. (Nor, by the way, is it the discipline of a personal covenant with God.) Rather, out of the Methodist concern for people’s whole lives, not just their souls, came a belief that alcohol was destructive and evil. Early Salvationists felt the same. They took an anti-alcohol stance and, as a mark of their commitment to their belief and in solidarity with the recovering alcoholics in every congregation, we promised not to drink alcohol. The fact that we can stand in solidarity with the alcoholic and say, “Yes, you can live a meaningful and fulfilled life without one drop of alcohol”



still means something (that is, if you know any alcoholics).

We also have a whole sub-group of Salvationists who think that the uniform is irrelevant trying to co-exist with a whole other sub-group who think it is your “dress up” clothes for church. Neither view is sensible. But in the pubs, government housing and red-light districts, practical everyday clothes (as

opposed to dress uniforms) that clearly identify you as a Salvationist are an absolute bonus and a practical and powerful witness.

I believe that many of our older urban corps are exactly where they should be. We belong in the inner cities and the tough neighbourhoods where the drunks, prostitutes and homeless gather. These people will always be our

mission field. Conversely we will always struggle to be The Salvation Army in middle-class suburbia. It is probably part of the reason our suburban plants have not really grown as we have hoped and prayed for.

As we generational Salvationists climb from the ranks of poor battlers to middle-class aspirers, the great temptation is to seek our corporate identity there. If we continue to do so we will no longer have an

ence will be limited.”

If we choose to once again dine with the poor we will not be alone. Since our founding others have caught our vision. If we venture back into the ghettos and red light districts we may find that we are not the only Christians there. That doesn't matter. The urban environment is still our mission field.

If we're going to be the Army we probably need to min-

*The urban environment
is still our mission field*



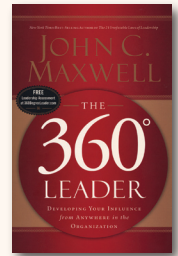
incarnational mission to the lost and the least but instead become service providers to the poor from a distance. The Victorian writer and social commentator John Ruskin criticized the Church of his day for this same error. “They dine with the rich and preach to the poor. Until they are more willing to dine with the poor and preach to the rich [the Church’s] popular influ-

ister where the Army fits best. This isn't easy. Reconnecting to addicts, the homeless and the poor as a suburban corps will require creative changes. Incarnational ministry to the lost and the least is often costly and uncomfortable. But nevertheless it is where we belong. It is where I make sense as a Salvationist. I don't want to be a Christian looking for a better class of sinner. S

The 360° Leader

by John C. Maxwell

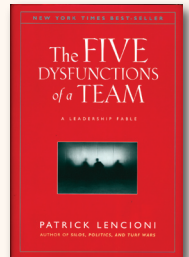
Is it possible to lead well when you're not the top dog? How about if the person you work for is a bad leader? The answer is a resounding yes! Leadership guru John Maxwell shows how to overcome these and other challenges to have a greater influence in your organization.



The Five Dysfunctions of a Team

by Patrick Lencioni

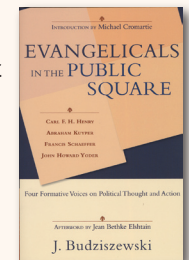
A gripping analysis of what makes teams work effectively, this “leadership fable” is a must-read for any leader who realizes that no one makes progress or succeeds on their own. Crisp, clear and fun to read, this book offers new insights into helping talented teams realize their full potential.



Evangelicals in the Public Square

by J. Budziszewski

Offering a brief history of evangelical political thought over the past 50 years, this valuable book is a critical but constructive look at four of the movement's most influential thinkers—Carl F. H. Henry, Abraham Kuyper, Francis Schaeffer and John Howard Yoder. The author encourages fresh thinking and constructive dialogue on key issues of faith within the evangelical community.

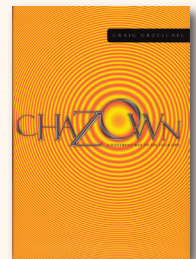


Chazown

A Different Way to See Your Life

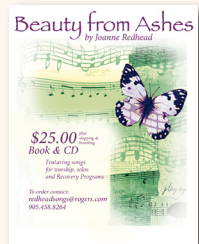
by Craig Groeschel

Are you living someone else's dream for your life, or no dream at all? Craig Groeschel invites you on a most unusual odyssey to help you clearly understand what you've always suspected—that you have been created and put on earth for a unique and important purpose.



Available from your local Christian bookstore, or on order from Supplies and Purchasing, 2 Overlea Blvd, Toronto ON M4H 1P4; phone: 416-422-6100; e-mail: orderdesk@can.salvationarmy.org

A new worship songbook featuring 10 original compositions by Joanne Redhead. Includes piano scores, vocal lead sheets, guitar chord sheets and word sheets. Appropriate for worship, solos or recovery ministry. Book and CD available for \$25 plus shipping and handling. To order, contact Joanne at 905-458-8264 or redheadsongs@rogers.com



Leading Women

How you can become a better leader and a person of influence

by Captain Kathie Chiu

Corps Officer and Executive Director of The Caring Place Ministries, Mountain View Community Church, Maple Ridge, B.C.

One of my favourite childhood games was follow the leader. I would revel in the opportunity to be the one at the start of the line. Just knowing that everyone else was going to do exactly as I did or be disqualified was a sensation that I liked very much.

Although too insecure to be myself with friends, at home I continued to find ways to be the leader, much to my parents' chagrin. My older brothers looked on with wonder at my ability to get away with it. Unfortunately for my own offspring today, I know all the tricks. At least two of my five children seem to have inherited this obscure genetic trait and they've given me a run for my money.

Some people are born leaders. They are the Type As of our society. Some would say that without them, things would never get done. None of us like admitting we're one of them—especially if we're women! If you've been born with a natural tendency to lead, you will most likely choose to work in an area where that ability can be utilized. However, if you are a woman, you might find that a bit more difficult. Unfortunately, even in 2006, it is not just our natural abilities that help determine our path. Society and our faith community also have a tremendous influence on the decisions we make.

Many women today have defied culture and tradition to take on significant positions of leadership. Our current territorial commander is a woman. This is not a first for The Salvation Army, although it's interesting how our women leaders tend to be single and able to devote all of their energies into their work and ministry. Not so in the Episcopal Church in the United States. Bishop Katharine Jefferts Schori, the denomination's first woman leader, is married. (I wonder if either of these women liked playing follow the leader when they were young!)

Of course, just because we can lead doesn't mean we'll necessarily want to be the next prime minister of Canada or General of The Salvation Army! Women are leaders in many different areas of life. From the mother running a busy household to the Brown Owl of a local Brownie troop, from a Sunday school teacher to a local

to meet other women and share stories about leadership.

So, how can you become a better leader and a woman of influence? You can start by looking at some great examples that have gone before us. Consider the story of Deborah in Judges 4-5. She had a particular

leadership style that I consider to be very

inclusive. Or look at Esther, who used her influence behind the scenes. Another biblical example is Lydia, who was a seller of purple cloth and the leader of the church in Thessalonica (see Acts 16:14, 40). Paul also mentions the wonderful leadership examples that Timothy had in his mother, Eunice, and grandmother, Lois (see 2 Timothy 1:5).

We can also look at the wonderful women who have influenced us. I remember a corps officer who had great impact on my life as a young teenager. I listened to her preaching and was greatly inspired by her life and ministry. For you, it may have been a teacher or a community leader. The most important thing is that you learned from

their example.

So many different areas of our world require our leadership as women. You can make a difference in the lives of your families, children, church, work or school. And if God calls on you to take a more public role in leadership, he will give you the courage and equip you for the task. ☺

Read about Kathie's wonderful and crazy life at sheeptalesandkneddlesoup.blogspot.com



*So many different areas
of our world require
our leadership as women*

officer in our corps, women are leading every day. Not only that, they are succeeding because of—not in spite of—the different ways that women lead. If you are a natural-born leader, you will want to use that ability in some area of your life.

Earlier this year, I had the amazing privilege of attending Leading Women 2006, a conference for women in leadership. There were women from all walks of life, some experienced and others just starting out. All, however, were leading in some way. Some were leaders of women's ministries in their church. Others were business executives. Some were pastors, some were teachers. It was a great way

How To Be a Good Leader

- Let others do their jobs, but be there to support them when needed
- Be a cheerleader—praise others' successes
- Keep everyone tuned in to the vision
- Help others move from self-interest to the interest of the mission
- Be ready to make some sacrifices

Thoughts From Home at Christmas



For Canadian officers and lay workers serving in Salvation Army appointments in other countries, "home for Christmas" is only a dream. Here are their names, along with postal and e-mail addresses. Please support them with your cards and prayers. They'd love to hear from you this Christmas. Check with Canada Post for mailing deadlines and be aware that the receipt of money or gifts sent to some countries cannot be guaranteed.

ARGENTINA

Mjr Wendy Johnstone
Casilla 2240 (C1000WAW)
Buenos Aires, ARGENTINA
Wendy_Johnstone@sae.salvationarmy.org

AUSTRALIA

Cpt Sharon and Cadet Jason Dannock
8/1-3 Piedmont St
Box Hill VIC 3128, AUSTRALIA
dannocks@hotmail.com

BANGLADESH

Cpt Elizabeth Nelson
GPO Box 985
Dhaka 1000, BANGLADESH
enelsonca@yahoo.com

Greg and Dawne Warkentin
GPO Box 985
Dhaka 1000, BANGLADESH
the.warkentins@gmail.com

CHILE

Lt-Col Susan McMillan
Casilla 3225
Santiago 1, CHILE
Susan_McMillan@saw.salvationarmy.org

FRANCE

Mjrs Ariel and Joelle Westphal
6 rue de Pont à Mousson
57000 Metz, FRANCE
ariel.westphal@neuf.fr
joellewestphal@hotmail.fr

GERMANY

Mjrs David and Marsha Jean Bowles
Salierring 23-27
50677 Cologne, GERMANY
sixbwls@web.de

Lts Gerald and Blanca Dueck
Hirschberg Strasse 28
01662 Meissen, GERMANY
gerry.dueck@web.de

JAMAICA

Cpt Penny Lang
3 Waterloo Rd, PO Box 378
Kingston 10, JAMAICA W.I.
Penny_Lang@car.salvationarmy.org

KENYA

Mjrs Roy and Juanita Dueck
PO Box 4467
Thika, KENYA
rjdueck@hotmail.com

NIGERIA

Mjr Heather Randell
6 Shipeolu St, Box 3025
Lagos, NIGERIA
hrandell@mts.net

PAKISTAN

Mjr Gloria Hammond
PO Box 242
Lahore 54000, PAKISTAN
gloria@pol.com.pk

PAPUA NEW GUINEA

Cpt Margaret McLeod
PO Box 1323
Boroko NCD, PAPUA NEW GUINEA

RUSSIA

Kerry Ann Berrisford
16 Krestiansky Tupik 16/1
109044 Moscow, RUSSIA
kerryannb@hotmail.com

SOUTH AFRICA

Mjrs Lindsay and Lynette Rowe
PO Box 31
Observatory
Cape Town 7935, SOUTH AFRICA
Lindsay_Rowe@saf.salvationarmy.org
Lynette_Rowe@saf.salvationarmy.org

SPAIN

Mjrs Shane and Pauline Gruer-Caulfield
Calle Benito Castro 7, 5°C
28028 Madrid, SPAIN
grucaul@hotmail.com

UNITED KINGDOM

Mjr Joan Canning
16 Grove Road
Thornton Heath, Surrey
CR7 6HH ENGLAND
Joan_Canning@salvationarmy.org

Cpts Sheldon and Clare Feener
55 Landor Drive
Loughor, Swansea
SA4 6GL WALES
feeners@ntlworld.com

Cpt Karen Lemke
3 Langdale, 9 The Avenue
Beckenham, Kent
BR3 5DQ ENGLAND
kelemke@gmail.com

Mjrs Robert and Dana Reid
47 Southcote Lane
Reading, RG3 3AG ENGLAND
robertreid@on.aibn.com

UNITED STATES

Aux-Cpts Edgardo/Elizabeth Avila
2290 Park Ave
Streamwood IL 60107, U.S.A.
edgardo.avila1@gmail.com

Mjrs Clarence and Linda Bradbury
1032 Metropolitan Parkway SW
Atlanta GA 30310, U.S.A.
Clarence_Bradbury@uss.salvationarmy.org
Linda_Bradbury@uss.salvationarmy.org

Mjrs Lester and Bonnie Bussey
661 Main St, Manchester CT 06040, U.S.A.
Les_Bussey@usa.salvationarmy.org
Bonnie_Bussey@usa.salvationarmy.org

Comrs Max and Lennie Feener
1424 Northwest Expressway
Atlanta GA 30329-2088, U.S.A.
Max_Feener@uss.salvationarmy.org
Lennie_Feener@uss.salvationarmy.org

Mjrs Norman and Lois Garcia
18 Palisades Court
Pamona NY 10970, U.S.A.
Norman_Garcia@use.salvationarmy.org
Lois_Garcia@use.salvationarmy.org

ZIMBABWE

Mjr (Dr.) Dawn Howse
Tshelanyemba Hospital
PO Tshelanyemba
Via Bulawayo, ZIMBABWE
gdhowse@netconnect.co.zw

John and Rochelle McAlister
PO Box 14
Harare, ZIMBABWE
jwmcalister@gmail.com
rochelle.mcalister@gmail.com

Cadets (Dr.) Paul and Pedrinah Thistle
Howard Hospital
PO Box 190
Glendale, ZIMBABWE
pthistle@healthnet.zw

Lt-Cols Robert and Marguerite Ward
PO Box 14
Harare, ZIMBABWE
Robert_Ward@zim.salvationarmy.org
Marguerite_Ward@zim.salvationarmy.org

Source: Personnel department as of
September 2006



Send a **gift subscription** to those you care about in time for Christmas. And for months to come, they'll be **reading about God's love. Thanks to you.**

- Send:
- ☐ *Salvationist* (Canada \$29.80*; US \$36; Foreign \$41)
 - ☐ *Faith & Friends* (Canada \$16.50*; US \$21.50; Foreign \$23.50)
 - ☐ *Edge for Kids* (Canada \$12*; US \$15; Foreign \$17)

*Includes GST

To From

Name _____ Name _____

Address _____ Address _____

City/town _____ City/town _____

Postal/zip code _____ Postal/zip code _____

E-mail _____ E-mail _____

Prov/state _____ Prov/state _____

Phone _____ Phone _____

All payments due in Canadian funds. Note U.S. and foreign rates.

Mail to The Salvation Army, 2 Overlea Blvd, Toronto ON M4H 1P4 (copy coupon or use separate paper for additional names) or contact us by phone at 416-422-6112 or e-mail circulation@can.salvationarmy.org

Gift card Yes ☐ No ☐

Expiry _____

Name on card _____

Card number _____

I'm paying by:

- ☐ Cheque (made payable to The Salvation Army)
- ☐ Money order (made payable to The Salvation Army)
- ☐ Visa ☐ MasterCard

prayerzone

Prayer Diary 2006

The 2006 Prayer Diary is available online at Salvationist.ca. For more information or to receive your copy by e-mail, contact Major Lynda Watt, spiritual life and prayer co-ordinator, THQ (lynda_watt@can.salvationarmy.org).

November 1-2 Focus on the Toronto Santa Claus Parade (November 19)

This annual, nationally televised event is the largest open-air meeting ever

- 1 Pray that the Holy Spirit will use The Salvation Army's presence to cause someone to seek out their local Army corps and reflect on their spiritual life
- 2 Pray for direction as the planning committee organizes this huge event

November 3-9 Focus on Bermuda Division

- 3 Pray that CFS workers will have added strength and discernment as they prepare for Christmas ministries
- 4 Pray that those who are "loosely associated" with corps would become more closely connected
- 5 Pray for wisdom and understanding for divisional leaders—officers, local officers and employees—as they provide direction for various ministries
- 6 Pray that solutions will be found to assist the homeless and those struggling to pay the high costs of accommodations
- 7 Pray that those in discipleship and Bible study groups will have a strong desire to participate in ministry
- 8 Pray that students attending school overseas and those on the island would continue to build a strong spiritual support network
- 9 Pray for the Bermuda Divisional Band as they minister at Remembrance Day ceremonies and special events leading up to Christmas

November 10-16 Focus on Canadian Military Forces

- 10 Pray for divine protection on troops serving in Afghanistan. Thank God for their love for our country and devotion to duty. Ask God to comfort the families of those who have been killed in the line of duty
- 11 Pray for the sailors in the navy who are at sea. Ask God to encourage them, to protect them and their families at home, and to draw them to faith in Jesus Christ
- 12 Pray for the men and women who fly with the air force, that in the solitude of flight they may discover the greatness of God and be inspired to commit their lives to him
- 13 Pray for the Honourable Gordon O'Connor, Minister of National Defence. Pray for General Rick Hillier, Chief of the Defence Staff, and for others in senior positions in our nation's military. Pray that many will

have the opportunity to receive the witness of believers or share their own faith

- 14 Ask God to bless Brigadier General Stanley Johnstone as he becomes Chaplain General to the Canadian Armed Forces. Pray for all military chaplains and especially for Salvation Army Cpts Patrick and Valerie Lublink as they serve as chaplains to the 3rd (Air Force) Wing in Bagotville, Quebec
- 15 Praise God for the ministry of the Military Christian Fellowship and its vision to reach the military society for Christ
- 16 Ask God to fill believers in the military with the Holy Spirit, so they will reflect his wisdom, strength and love in all their relationships and duties

November 17-23 Focus on Overseas Personnel

- 17 Pray for Mjrs Lindsay and Lynette Rowe, divisional leaders, Western Cape Div, Southern Africa Tty
- 18 Pray for Mjr (Dr.) Dawn Howse, Tshelanyemba Hospital, Zimbabwe Tty
- 19 Pray for Cadets (Dr.) Paul and Pedrinah Thistle, Howard Hospital, Zimbabwe Tty
- 20 Pray for Lt-Cols Robert and Marguerite Ward, CS and TSWM, Zimbabwe Tty
- 21 Pray for John and Rochelle McAlister, editorial and development, THQ, Zimbabwe Tty
- 22 Pray for Mjr Wendy Johnstone, territorial youth and candidates secretary, South America East Tty
- 23 Pray for Cpt Penny Lang, territorial social services officer, Caribbean Tty

November 24- 30 Focus on National Recycling Operations (NRO)

- 24 Pray that the 1,200 NRO staff members across the territory might recognize their vital role in ministering for God through The Salvation Army
- 25 Pray that Army thrift stores will help their customers make ends meet each month
- 26 Pray that store volunteers will find fulfillment in their work
- 27 Pray that the thrift stores will help meet the needs of CFS clients
- 28 Pray that the thrift stores will be able to assist victims of fires and other emergencies and disasters
- 29 Pray that recycled goods sent overseas will help spread the gospel in developing countries
- 30 Pray for the development of long-term strategic plans to enhance the contributions of thrift stores to the Army's mission

Resisting a Cookie Cutter Approach

Great leaders need a combination of personal humility and professional will

by Mary Ellen Eberlin, Social Services Secretary, THQ

One evening this summer, while waiting for my daughter to finish her softball practice, I had opportunity to read Jim Collins' *Good to Great and the Social Sectors*. In it he suggests that a great organization is one that delivers superior performance and makes a distinctive impact over a long period of time. I believe that The Salvation Army is one such organization.

According to Collins, greatness is defined by how well an organization performs relative to its mission. I recalled the Army's territorial mission statement: "To share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world." My thoughts turned to our day-to-day performance as I wondered how consistent we are with the Army's mission. Questions arose in my mind: Do we share the love of God with those who come under our influence? Are our programs focused on meeting specific human needs? Are we involved in our communities in ways that are transforming? I believe the answer to these questions is yes.

Collins suggests that organizations are "great" when they make decisions that consistently have a simple, coherent concept. This concept translates into an operating model that reflects the best of what the organization has to offer and what it is deeply passionate about. Salvation Army social service providers describe their unique contribution as holistic programming. They are committed to excellence as they focus on the vulnerable, seeking to address their material and spiritual needs and provide help to the "whosoever." They believe in offering a hand up rather than a hand out.

Yet passion for mission can sometimes make it difficult to change. Social services providers can become committed to ways of working that don't always reflect current best practice. The Salvation Army recognizes this reality. One of the roles of the social services consultant team at THQ is to provide support to divisions as they seek to ensure higher standards of ministry. Resources, guidelines and research are all available to support the

development of best practice programming, reflecting the Army's commitment to a value of excellence.


I was intrigued when Collins suggested that great organizations are not built around one leader but prosper through generations of leaders. Since its inception, The Salvation Army has depended on a long succession of officers, soldiers, adherents and employees to ensure that the organization's mission was fulfilled.

Today we work in a culture where independence is celebrated. Leaders are given frameworks for service rather than rigid formulas. In social services ministry we resist the application of a "cookie cutter" approach and create programs that attempt to meet the needs of unique communities. In some cases ministries are developed as a vehicle to reflect the specific interests and philosophies of a given leader. This grows out of a foundational belief that officer leaders are "called" to provide leadership within the organization and are responsible to give direction to others.

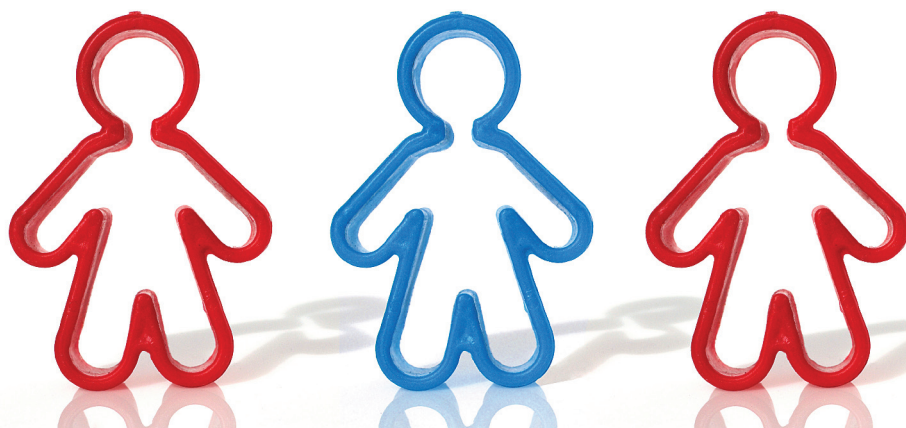
The Army model of leadership places individuals, whether officers or staff, in situations where they have great freedom. Collins indicates that leaders who enjoy such freedom require disciplined thought and disciplined action. He suggests that they don't have jobs, they have responsi-

bilities—with an emphasis on ensuring that mission is the focus of service and the organization's values are translated into practice. Collins describes true leaders as those who are ambitious first and foremost for the organization rather than for themselves. Such individuals display a paradoxical blend of personal humility and professional will.

While I believe The Salvation Army is a "great" organization, I am aware of the challenges faced by those in social services ministries. These include systemic constraints that challenge our ability to realize the mission, limited funding, government policies, lack of training, competition from private for-profit providers and changing patterns of programming. To remain "great" we must have the discipline to confront these challenges and find ways to struggle with them in order to ensure sustainability. Collins says that above all we need an unwavering faith that our organization will prevail, regardless of the obstacles we might have to face. This is good advice for The Salvation Army.

The Army is known for its historical success in social services ministry. The challenge is to build on this success by delivering superior performance in our programs and services and by staying true to our mission. 

*We need faith that we will prevail,
regardless of the obstacles we might have to face*





Living the Vision: CHAPTER 11

PARTICIPATIVE AUTHORITY

Often authority is viewed as “privileged power,” exercised indiscriminately by a select few with little regard for its impact on other people. In contrast, “participative authority” is not about imposing our ideas, but about discovering our God-given mission together. We are called with Jesus to wash feet.

Participative authority acknowledges the Holy Spirit’s role in guiding and shaping our plans and urging us to obey God’s will. Jesus’ Incarnation reminds us that God came to share the human experience, and that through Christ’s death and resurrection he invites us to participate in the ongoing drama of salvation.

We Envision: An Army that ...

- » Acknowledges Christ as the head of the Church
- » Prayerfully seeks obedience to an authority beyond itself
- » Leads by emphasizing collaboration and co-operation
- » Gives room for new voices of faith that can help shape our journey together

Action Starters

- » Explore characteristics of your own life that speak of authoritarian demands
- » Deepen your understanding of the authority of Jesus through Philippians 2:1-11. “He always had the nature of God, but he did not think that by force he should try to remain equal with God” (Philippians 2:6 GNB)
- » Discover what governance model is in place in your local setting and how it can help your congregation/team further the Army’s mission
- » Seek out opportunities to participate in your local community, congregation and social ministry using your authority as a believer

Visioning

We are a “salvation people,” and have been given authority to go and preach the gospel to all nations. However, we must remember that salvation is a free gift, not something that can be forced. As you share the gospel message, proclaim it clearly, but do so with a servant heart. “Let your conversation be always full of grace ...” (Colossians 4:6).

As for your interactions with those in the Church, remember that as we work together we see God’s work flourish. Jesus told his disciples not to lord it over one another. “Instead, whoever wants to become great among you must be your servant,” he said. “For even the Son of Man did not come to be served, but to serve” (see Mark 10:42-45). Let us humble ourselves before the Lord.

M. Christine MacMillan, Commissioner
Territorial Commander, Canada & Bermuda Territory

INTERACT WITH THIS VISION

Own it // Shape it // Live it

For address changes or subscription information contact (416) 422-6112 or circulation@can.salvationarmy.org. Allow 4-6 weeks for changes.